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ABSTRACT

A self-examination of the Central Library System (CLS) at Temple University was undertaken by a task force made up of staff members to examine the current organizational structure in the light of technological, financial, curricular, enrollment, and library service considerations, as well as such organizational concerns as work flow, appropriate staffing, and reporting relationships. Each library department was asked for a description of its operations, including an organizational chart, and a master organization chart for CLS was prepared based on these data. Additional information on the background of the CLS was assembled by the task force, and the structure of four libraries at universities comparable to Temple was examined. Data on the individual departments were analyzed in terms of strengths and weaknesses and interviews were held with each department along with library administrators to discuss the findings. In the design phase, emphasis was placed on two main problems: one relating to the organization of functions, and the other to the structure of library administration. Design options were discussed with cooperating consultants, and three alternative organization plans were developed which comprise the major part of this report. (RBF)

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REPORT OF THE

TASK FORCE ON REORGANIZATION

PALEY LIBRARY

1980

IR009897

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PART I: INTRODUCTION

The Task Force on Reorganization was charged to undertake a self-examination of the Central Library System (CLS) in January 1980. As indicated in the "Charge to the Task Force on Reorganization" from the Director of Libraries (see Appendix), the Task Force was to look at the current organizational structure in the light of technological, financial, curricular, enrollment, and library service considerations, as well as such organizational concerns as work flow, appropriate staffing, and reporting relationships.

The Task Force members were chosen by Mr. Boissé from among staff members who had submitted their names, and had been selected by the TULSA Executive Committee or the Steering Committee of the Academic Assembly of Librarians. Members were chosen from all library divisions and staff levels; the proportion of professionals to bibliographic assistants to clerks (5:2:2) was determined by Mr. Boissé. It was pointed out to the Task Force that it was not chosen to represent particular staff levels or service areas, but to represent the library as a whole.

The members were:

James E. Bobick
George D. Brightbill
Miriam I. Crawford
Gladys Henderson
Arlene R. Keller
Gladys C. Lowe
Pamela J. Thaxter
Margaret C. Udics, Convenor
Joseph G. Zucca

Working with the Task Force as consultants were Duane Webster from the Office of Management Studies of the Association of Research Libraries (ARL), and Marianne Kozlowski, an ARL Intern and Fine Arts Librarian at Southern Illinois University at Edwardsville. The consultants were helpful in providing and suggesting resource materials, in giving guidance and recommending options, but did not direct the decisions of the Task Force. The consultants made three visits to Temple; January 9-10, February 19-20, and April 8-9. Each visit involved lengthy and exhausting working sessions during which the consultants shared their knowledge and experience, and helpful printed materials. The consultants were kept up-to-date with the work of the Task Force by receiving copies of all printed work through the mail. Information was also shared by exchanging periodic phone calls.

PART II: WORK PROCESS

In the initial meeting with the consultants from the ARL, the Task Force prepared an agenda. It outlined three phases that provided for the collection and analysis of data, leading to the formation of proposals. The following discussion of the work process employed in this study proceeds according to that agenda:

Phase 1: Data Gathering. To formulate constructive changes it was necessary to acquire a thorough understanding of the existing organization and its departments. The earliest objective, therefore, aimed at preparing an organizational chart of the Central Library System and an analysis of the functions of its various parts. The latter was obtained from individual departments, which were asked to submit descriptions of their operations in resumes that included organizational charts (see Appendix). Once received, the submissions were grouped by Library Division and reviewed in subgroups of the Task Force. The results of this process were reported back to the Task Force along with a detailed chart of the division examined. Later, these were combined to form the master organization chart, bringing Phase 1 to its conclusion.

Additional information on the background of the CLS was assembled by the Task Force, and much of this was opened to the entire staff, hoping, thereby, to stimulate their participation. This action was joined by the regular publication of minutes to make public at least some of the Task Force activities, and to open the process of change. In the same spirit, time was made available at each meeting for any staff member who sought to voice concerns about the present library organization or to recommend changes.

To supplement the information at its immediate disposal, the Task Force examined the structure of four libraries at universities comparable to Temple. For this purpose letters were drafted to the Universities of Cincinnati and Pittsburgh, Wayne State, and the University of Illinois at Chicago Circle requesting information pertaining to their organizational structures, and a fairly prompt reply was received from each.

Phase 2: Data Analysis. To test staff reaction to materials received from the various departments, the Task Force disseminated the descriptions with the master organization chart and a memo inviting comment.

The Task Force meetings then were occupied with an intensive analysis of data gathered in Phase 1. A technique that proved valuable was suggested by the consultants and involved sifting through the three major groupings of library functions (Public Services, Technical Services, and the remaining Library units) to isolate strengths and weaknesses. This analysis produced the basis for a set of "design criteria" that could later be applied in evaluating our organizational proposals.

With this, the process of collecting information proceeded in a new direction. The Task Force prepared for a comprehensive series of

interviews that included each department in the CLS, along with top Library administrators, and, to a limited extent, persons whose role in University affairs influence the Library (see Appendix, Items 5, 6 and 7). What we had indentified as strengths and weaknesses provided the basis for questions prepared for the interviews. These factors and the need for more information from some units required full Task Force participation in interviews with some units while others were conducted by subgroups. Regular weekly meetings were held to review the findings of subgroups and appraise staff concerns about prevalent organizational problems. In particular, recommendations distilled from these discussions were carefully noted, and there began to emerge issues that were not within the scope of a structual reorganization. Feeling some responsibility for disclosure of these concerns, the Task Force developed a list of non-structural recommendations (see Part VIII).

During this time, the Task Force meetings proliferated, and evolved into long working sessions marked by lengthy, often sensitive discussions. To report on our progress in this situation posed a dilemma of issuing minutes that were either too innocuous to satisfy staff interest, or too controversial to maintain confidentiality. The Task Force opted, therefore, to suspend minutes for the balance of its meetings, but to issue periodic progress reports.

Phase 3: Design. As the Task Force approached the phase of design, after the long months of gathering data and reviewing documents, certain needs of the organization surfaced. Particularly important insights were gained through study of the Faculty Senate Library Committee Report, staff proposals on reorganization submitted to Mr. Boisse, interviews and departmental reports. In discussions concerning design, emphasis was placed on two main problems: one relating to the organization of functions, and the other to the structure of library administration. To address these questions, preliminary designs were prepared by members of the Task Force. Design options were discussed with the consultants, and careful scrutiny was applied to each. Concentration centered on three basic options that eventually took the shape of those proposals appearing in this report. Each option became the responsibility of a subgroup that worked out its details and later reported back to the Task Force, which as a body, analyzed the plans, and evaluated them against the design criteria, and altered them where it felt necessary.

This package was submitted to the Director according to the deadline indicated in his charge, was made available to all staff, and discussed with them, as recommended by the Task Force, and was followed by the completion of this full report of the Task Force.

PART III: HISTORICAL CONTEXT OF THE TEMPLE UNIVERSITY LIBRARIES

Seven students responding to an offer by Russell Conwell to tutor one young man for the ministry were the nucleus that led to the classes organized under the name of Temple College in 1887. A charter was granted to the College the following year, but the right to grant degrees was not achieved until 1891. In 1892 a library reading room was opened at 1833 Park Avenue consisting of gifts of books by students and faculty. These materials were moved to a room on the balcony of College Hall adjacent to the Baptist Temple in 1894. A part-time "librarian," a student recompensed by a scholarship, was placed in charge of the collection which had grown to 2,000 volumes by 1897.

By 1907, merger with the Philadelphia Dental College and Samaritan and Garretson Hospitals and the establishment of professional schools justified changing the name of the school to Temple University. The first regular librarian, Miss Meta P. Van Haagen, was employed in 1912 and holdings were reported as 6,000 volumes one year later. The Library moved into College Hall Annex in 1916 and a full daily library schedule was instituted the following year. Accreditation was granted to the College of Liberal Arts and Sciences in 1921. The first period of the University's development ended with the death of its founder and first President, Russell H. Conwell, in December 1925.

Charles Ezra Beury was appointed President in 1926. In the same year Miss Edith Cheney, the first professionally trained librarian at Temple, came from the Library of Congress to take over direction of the Temple University Library. 1936 was a banner year for the Library which moved into the new Sullivan Memorial Library building, constructed in part with WPA funds and dedicated by Franklin Delano Roosevelt. The staff consisted of 17 professionals, five non-professionals, and four part-time pages. Library holdings had grown to 75,000 volumes (101,000 in the University Library system) when J. Periam Danton was appointed University Librarian later the same year.

The 1937 Annual Report of the Librarian lists many of the same problems that exist in the 1980's:

> The present budget is insufficient...Temple falls far behind other similar institutions in its total book collection, its book and periodical funds...Lack of cooperation between the several libraries of the University results in educational inefficiency...The Librarian...recommends that... members of the Library staff be given faculty rank and other recognition accorded faculty members having similar academic qualifications.

President Beury retired in 1941, succeeded the same year by Robert Livingston Johnson, former Time-Life-Fortune executive. By this time, the lack of space in Sullivan Memorial Library had become a major problem.

In 1941 seminar rooms on the third floor of the Library were being utilized for stack space. By 1945, the 100,000 volumes reported in 1938 had doubled, which may be partially attributed to the expansion of University graduate programs. Walter Hausdorfer, a Temple alumnus, came back from a post at Columbia University in 1946 to become University Librarian. During his tenure, the Tyler, Community College, and Ambler Campus Libraries were established. In 1948 the Library holdings had reached 240,000 volumes although, according to the Annual Report of the Librarian: "We are about 188,000 volumes below the minimum for a university of our type, but qualitatively the collections are much worse than the shortage of volumes indicates."

Efforts to move the University to a suburban site were dropped in 1951 and a renewed commitment to its urban mission made as the City of Philadelphia cooperated by rezoning areas surrounding the campus. Warren S. Owens took office as Director of Libraries in 1961 when total library collections had increased to 516,000 volumes, 386,700 of which were located in Sullivan Library. A major University relationship was strengthened in November 1965 when the Pennsylvania State Legislature passed an Act transforming Temple University into a "state-related" institution.

The Samuel Paley Library opened its doors in June 1966. Staff at that time consisted of 37 professionals and 56 non-professionals, and Library holdings were 578,785 volumes. Paul R. Anderson was named as fifth University President in 1967, and in December 1968 Arthur T. Hamlin became Director of Libraries. In 1970 two Library divisions were created, one under an Assistant Director for Technical Services, the other under an Assistant Director for Public Services. Paley Library celebrated the acquisition of its One Millionth Book on May 12, 1971. 1972 saw the installation of Marvin Wachman as President of the University. That same year in the Library automation was introduced into the technical book processes through the OCLC system. The Library broadened its cooperative activities by joining PALINET in 1973 and then by instituting computerized literature searching in 1976.

In August of 1979 Joseph A. Boissé assumed the position of Director of Libraries for the Central Library System containing 1,253,600 volumes and employing 52 professionals and 115 non-professionals.

PART IV: MISSION STATEMENT AND GOALS

The Director of Libraries prepared the following statement of the mission and goals of the Central Library System as part of the framework necessary for the work of the Task Force:

> The mission of the Central Library System of Temple University is to support the educational, research, and service needs of the university giving due regard to the role of Temple as the major state-related institution for higher education serving southeastern Pennsylvania. In pursuit of the fulfillment of this mission, the Central Library System will provide full access to all of its learning resources to members of the university community, foster a spirit of cooperation among various university departments housing learning resources, support regional and national cooperative projects, and make available, as appropriate and as possible, its resources to the citizens of Pennsylvania.

GOALS

The following statements translate into tangible goals the ideas embodied in the foregoing mission statement.

1. The Central Library System will engage in the continuous assessment of information resource needs of the Temple University community through on-going contacts with the university administration, schools and colleges, academic departments, the general user community, and with all planning groups whose activities have implications for library services and operations.

2. The Central Library System will select, acquire, and organize the information resources judged to be most needed to support the educational, research, and service needs of the university.

3. The Central Library System will recruit and maintain a competent staff and provide opportunities for its further development through its commitment to continuing education, career development and the effective utilization of individual talents.

4. The Central Library System will develop and implement a comprehensive plan to familiarize users with available information resources and to teach them the skills necessary for successfully accessing those resource.

5. The Central Library System will maintain and constantly seek to improve constructive working relationships with other institutions in order to maximize access to resources not available within the Temple University Library System.

6. The Central Library System will aggressively seek external funding for special projects and to supplement regular university allocations to the library.

7. The Central Library System will develop and implement a plan for publicizing, both within the university and to the community at large, its role in the on-going mission of Temple University.

8. The Central Library System endorses and will adhere to the principles of the Library Bill of Rights developed by the American Library Association and will protect the right of user privacy.

9. The Central Library System will engage in on-going self-evaluation to insure that its services and resources are as efficiently and effectively organized as possible.

The Task Force also requested and obtained interviews with Dr. John L. Rumpf, Vice-President for Academic Affairs and Dean of Faculties, and Dr. John M. Kittross, Chairperson of the Faculty Senate Library Committee. The purpose of these interviews was to provide the broader framework within which to conduct the Task Force's work by obtaining faculty and administrative views of the library operations, needs and purposes.

Vice-President Rumpf agreed that Temple is a research institution and believes that the goals set for Temple in the late sixties can be achieved, although some programs may have to be cut. In relation to this he stated that the increase in library holdings recommended by the Faculty Senate Library Committee Report of 1979 need not be achieved by an increase in all disciplines, but that a selective improvement that would achieve a balance between the Library's resources and the University's programs should be sought. In addition he stressed the need for cooperation among libraries, including Temple's own libraries, as a means for providing adequate resources. As a major step towards shared resources Dr. Rumpf emphasized the need for centralization of information, the developing technology of the on-line catalog which would facilitate this, and the need for a formal coordinating mechanism to achieve it.

Dr. Kittross emphasized the need for trained staff to be available when the Library was open because of the number of part time students. He also spoke of the need for the library to work with the faculty rather than in isolation, to improve library service.

Part V: PRESENT LIBRARY STRUCTURE: CHART AND ANALYSIS

A. Organization Chart
Pages 8-10
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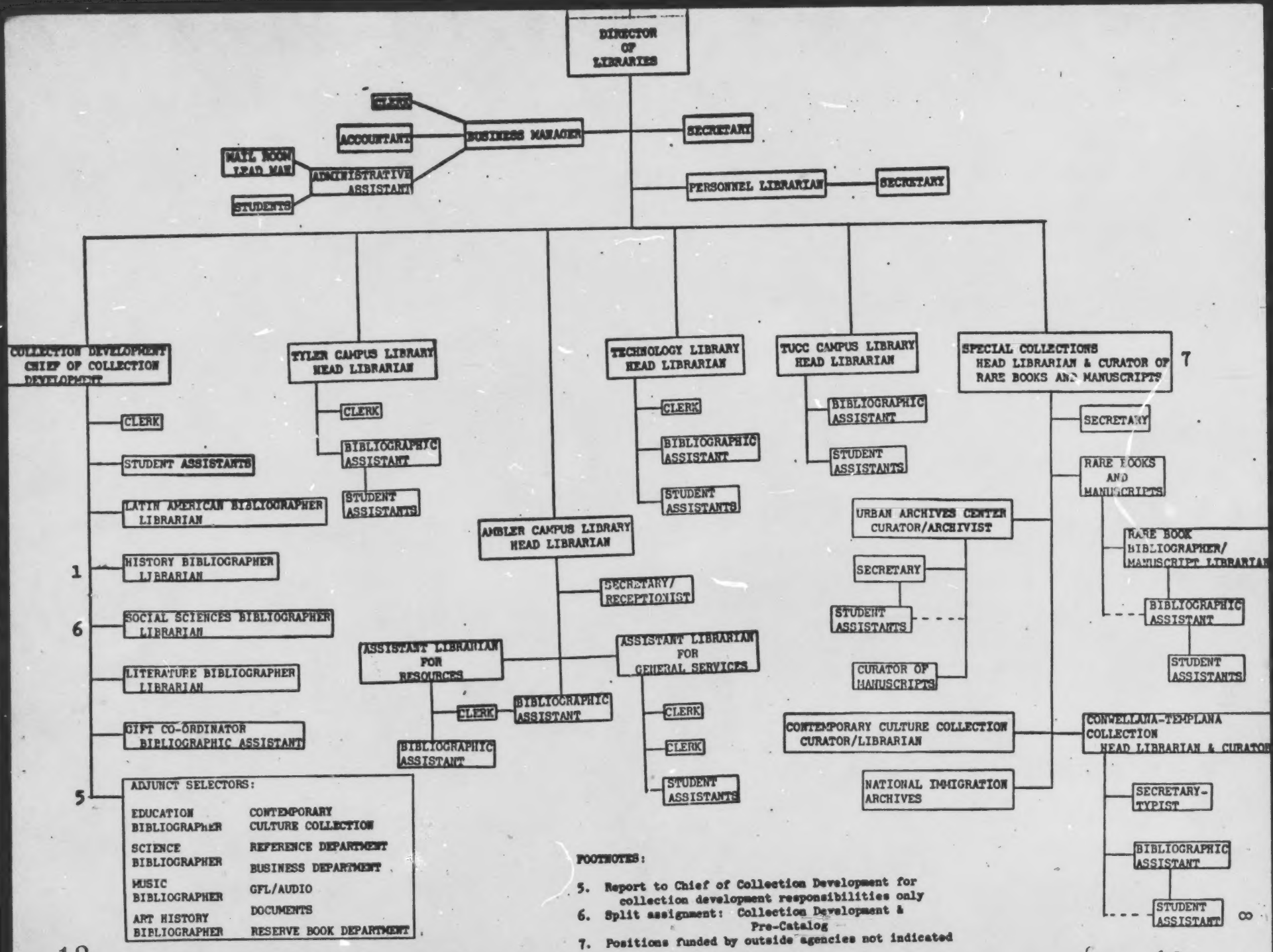
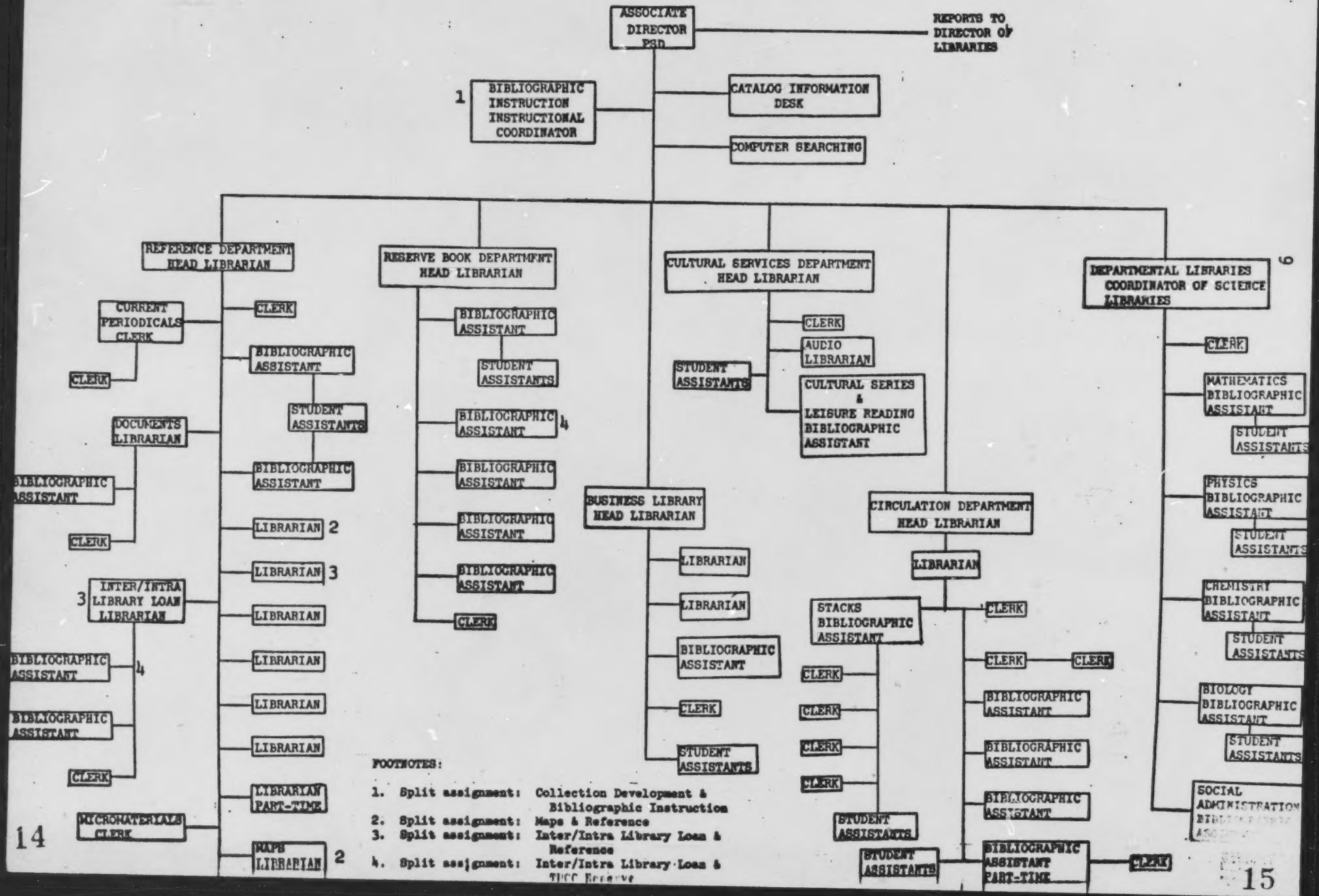


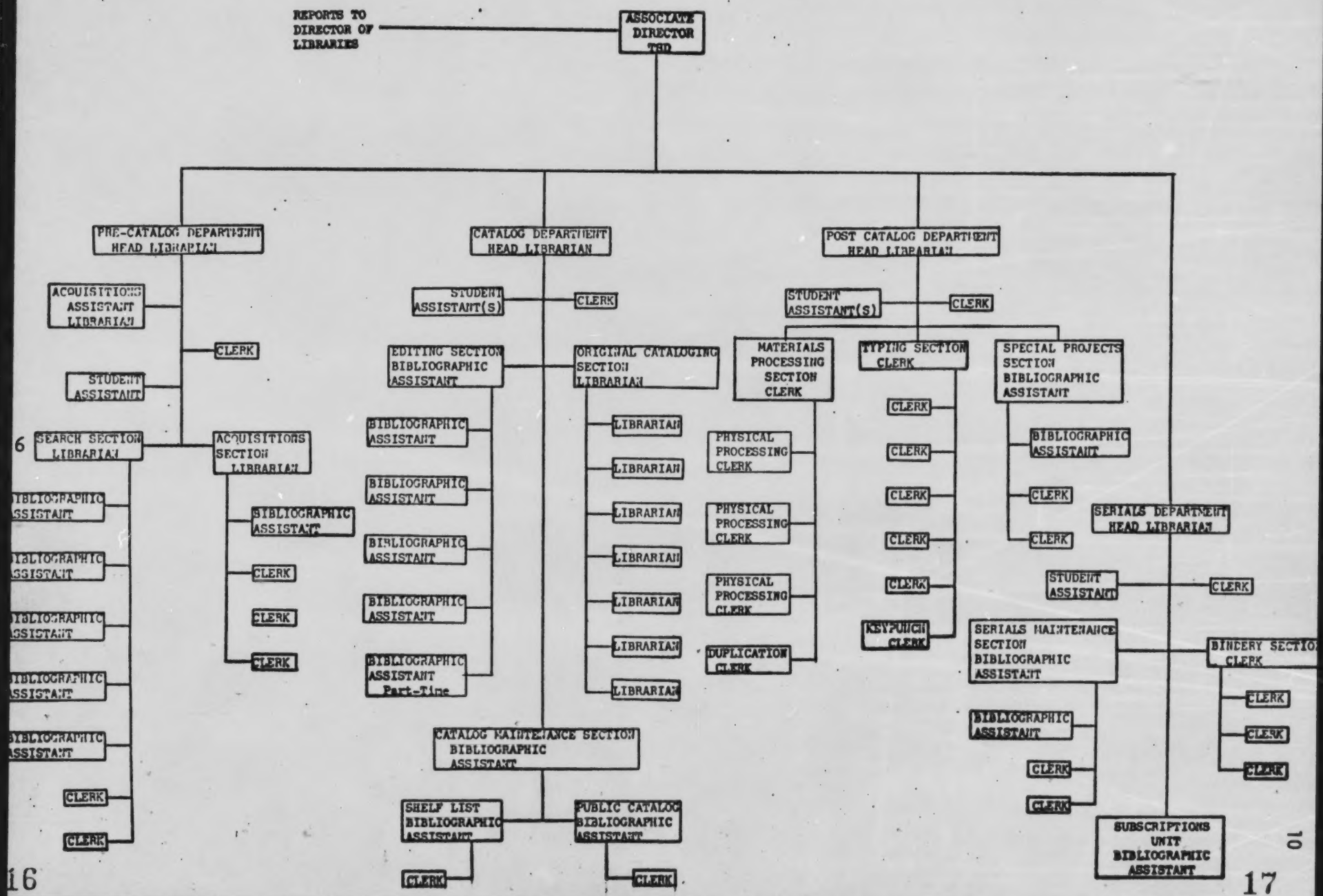
FOOTNOTES:

5. Report to Chief of Collection Development for collection development responsibilities only
6. Split assignment: Collection Development & Pre-Catalog
7. Positions funded by outside agencies not indicated



FOOTNOTES:

1. Split assignment: Collection Development & Bibliographic Instruction
2. Split assignment: Maps & Reference
3. Split assignment: Inter/Intra Library Loan & Reference
4. Split assignment: Inter/Intra Library Loan & THCC Reserve


REPORTS TO DIRECTOR OF LIBRARIES
ASSOCIATE DIRECTOR THD
PRE-CATALOG DEPARTMENT HEAD LIBRARIAN
ACQUISITIONS ASSISTANT LIBRARIAN
CLERK
STUDENT ASSISTANT
SEARCH SECTION LIBRARIAN
ACQUISITIONS SECTION LIBRARIAN
BIBLIOGRAPHIC ASSISTANT
BIBLIOGRAPHIC ASSISTANT
BIBLIOGRAPHIC ASSISTANT
BIBLIOGRAPHIC ASSISTANT
BIBLIOGRAPHIC ASSISTANT
CLERK
CLERK
CLERK
CLERK
CLERK
CLERK
CATALOG DEPARTMENT HEAD LIBRARIAN
STUDENT ASSISTANT(S)
CLERK
EDITING SECTION BIBLIOGRAPHIC ASSISTANT
ORIGINAL CATALOGING SECTION LIBRARIAN
BIBLIOGRAPHIC ASSISTANT
BIBLIOGRAPHIC ASSISTANT
BIBLIOGRAPHIC ASSISTANT
BIBLIOGRAPHIC ASSISTANT
BIBLIOGRAPHIC ASSISTANT Part-Time
LIBRARIAN
LIBRARIAN
LIBRARIAN
LIBRARIAN
LIBRARIAN
LIBRARIAN
CATALOG MAINTENANCE SECTION BIBLIOGRAPHIC ASSISTANT
SHELF LIST BIBLIOGRAPHIC ASSISTANT
PUBLIC CATALOG BIBLIOGRAPHIC ASSISTANT
CLERK
CLERK
POST CATALOG DEPARTMENT HEAD LIBRARIAN
STUDENT ASSISTANT(S)
CLERK
MATERIALS PROCESSING SECTION CLERK
PHYSICAL PROCESSING CLERK
PHYSICAL PROCESSING CLERK
PHYSICAL PROCESSING CLERK
DUPLICATION CLERK
TYPING SECTION CLERK
CLERK
CLERK
CLERK
CLERK
CLERK
KEYPUNCH CLERK
SPECIAL PROJECTS SECTION BIBLIOGRAPHIC ASSISTANT
BIBLIOGRAPHIC ASSISTANT
CLERK
CLERK
SERIALS DEPARTMENT HEAD LIBRARIAN
STUDENT ASSISTANT
CLERK
SERIALS MAINTENANCE SECTION BIBLIOGRAPHIC ASSISTANT
BIBLIOGRAPHIC ASSISTANT
CLERK
CLERK
BINDERY SECTION CLERK
CLERK
CLERK
CLERK
SUBSCRIPTIONS UNIT BIBLIOGRAPHIC ASSISTANT

B. PRESENT STRENGTHS AND WEAKNESSES AND CRITERIA FOR NEW STRUCTURAL DESIGN

1. PUBLIC SERVICES DIVISION

a. STRENGTHS

1) Centralized PSD channel for communication and control.

2) Staff attitude towards service and the patron.

3) New services being offered in a developmental mode.

4) Levels of user complaints are relatively low.

5) Location of science libraries with University Departments.

6) Multiple staff responsibilities in reference, collection development, operation/administration.

7) Lectures and exhibits contributing to the Library's image.

8) Monthly meetings of department heads.

b. WEAKNESSES

1) Too many service points spreading staff too thinly and diluting services to users over four floors.

2) Circulation function is decentralized: check-in/out, Reserve, ILL.

3) Unclear prioritiies and division of responsibilities in the reference department.

4) Inconsistency in number and functions of subunits assigned to Departments (e.g., Business Library, Reference Department).

5) Lack of planning structure including development, introduction, and operation of new services.

6) No assessment of the value/benefit of current services in terms of Library mission and user needs.

7) Inability to meet surge in demands (e.g., shelving books at end of semester).

8) Poor distribution of staff in Circulation Department - in terms of service to the user.

9) Inadequate attention to microforms (staff, equipment, and place in organization).

10) Lack of backup and uneven distribution of staff levels.

11) Need for more departmental input into policy making and planning.

12) Unrelated grouping of some functions.

13) Existence of specialized collections within PSD (e.g., Piaget, Nevil).

c. DESIGN CRITERIA

1) Improving service and making better use of staff through consolidation of service points.

2) Streamline organizational structure to facilitate communication and input to decision making.

3) Better grouping of functions to reduce overlap, bring together similar activities, and make better use of staff.

4) Distribution of staff to assure improved service and best use of staff in terms of level and number.

5) Ability to evaluate services and test benefits and contributions to library mission.

6) Effective use of staff through a clear division of responsibilities and the establishment of priorities.

7) Flexible response to new developments in technology and information, user interests and skills, and University programs.

8) Ensuring a close tie among those providing services, those developing materials resources, and those supporting the various processes.

2. TECHNICAL SERVICES DIVISION

a. STRENGTHS

1) The division is up-to-date in its use of established technology.

2) It has only a very small current backlog of unprocess materials.

3) Its work flow is logically organized and assigned among Sections and Departments.

4) It has the capability to make almost all materials available upon receipt through temporary processing of items for which cataloging will be delayed.

5) Adequate documentation exists for its procedures and policies.

6) It has the capability to report on the quantitative characteristics of the collection.

7) It has a clear and appropriate chain of accountabilty and authority.

8) There are well-defined lines of communication.

b. WEAKNESSES

1) There has been no division head for almost two years and responsibility for innovation has not been reassigned.

2) The organization of the Division does not accommodate the unevenness of the work flow.

3) The ratio of supervisory to non-supervisory staff has increased over the past nine years as the workload has decreased.

4) Failure to establish priorities and distribute staff accordingly is not in keeping with work needs.

5) The combination of operational and systems analysis functions, together with understaffing in Special Projects, has caused systems analysis to be given too little attention in TSD.

6) TSD personnel, especially in the Catalog Department, have too little contact with the Library's users.

7) No mechanism exists for non-TSD input into technical services policies and priorities.

8) TSD has no effective means of communicating with other divisions.

9) Too low a priority has been assigned to the public catalog.

10) The shape of the physical area allotted to TSD impedes efficient physical flow of work.

11) Materials in the W Collection (temporary processing) are retained for too long a period.

c. DESIGN CRITERIA

1) Distribute staff better to be more in keeping with work needs and priorities.

2) Provide a structure that will accommodate fluctuations in work flow.

3) Improve physical arrangement to TSD work spaces in relation to work flow and functions.

4) Ensure closer organizational ties among those providing services, those developing material resources, and those supporting the various processes.

5) Provide adequate means for other divisions to participate in TSD decision making process.

6) Provide adequate means for communication by TSD to other divisions, of TSD decisions, successes, processing delays and other problems.

7) Provide accurate and prompt bibliographic records and information on availability of holdings to improve access to the collection for the public and staff.

8) Encourage awareness by TSD staff of public service needs including participation of TSD staff in direct public service where possible.

9) Assign processing and cataloging of specialized materials to TSD.

3. THE REMAINING LIBRARY UNITS

The remaining areas were analyzed in four separate groups for their strengths and weaknesses, because of their distinctive activities, but to achieve a broad perspective, comparable to that for the two major divisions, the design criteria were worked out in combined fashion for all of the "other" areas.

a. ADMINISTRATIVE OFFICES

1) STRENGTHS

a) Library business functions are centralized.

b) Presence of Personnel function.

2) WEAKNESSES

a) Inadequate planning.

b) Personnel functions inadequately defined for needs of the staff.

c) Insufficient communication to the staff.

d) Inconsistency in filling vacant positions or informing staff of the rationale.

e) Span of responsibility of Associate Director for PSD too broad.

f) Too many units of disparate levels and character throughout the Library report directly to the Director.

g) Lack of coordination in activities of the Business Office and the Administrative Office (e.g., student personnel responsibilities in both areas).

b. BRANCH LIBRARIES

1) STRENGTHS

a) Relative antonomy

b) Freedom to adjust to user needs (e.g., media development).

c) On-site locations.

d) Relationships with Paley for exchange of services.

e) Centralized materials processing in Paley.

f) Direct access to Director.

g) Close relationships with users.

h) Good control of materials.

2) WEAKNESSES

a) Low number of staff and resulting lack of back-up personnel.

b) Limited hours due to insufficient student budget.

c) Potential conflict between the two units being served -- Paley and the academic unit involved.

d) Isolation from main body of the staff.

e) Duplication of records and processing.

f) Duplication of materials.

g) Excessive use by Paley of the branch collections, due to inconsistencies in the collection development policy.

h) General inadequacy of physical plant and collections.

c. SPECIAL COLLECTIONS

1) STRENGTHS

a) Ability to respond to user needs.

b) Unique strengths of collections which enhance the image and research value of the Library.

c) Considerable antonomy.

d) Development of grant activities.

e) Mounting of exhibitis for public relations and learning.

f) Reasonable close relationship with Director.

g) Good contacts with University administration and faculty.

2) WEAKNESSES

a) Size of user population low in comparison to other units.

b) Acceptance of new collections without adequate planning for processing, storage, etc.

c) Peculiarities of collection policies.

d) Inadequacy of physical areas.

e) Dispersal of subunits within the Library.

f) Poor communication within Special Collections.

g) Lack of uniformity in administrative levels for subunits.

h) Unclear position within library structure (i.e., Head of department does not report to an Associate Director as do department heads in other areas)

i) Lack of full University recognition for University archival functions.

j) Inadequate staffing for existing functions.

k) Large backlogs in processing of materials.

l) Inadequate publicity on collections.

d. COLLECTION DEVELOPMENT

1) STRENGTHS

a) One contact point for faculty wishing to recommend orders.

b) Access to Director.

c) Use of standing order approval plans.

d) Faculty contacts maintained at a reasonably good level.

e) Use of specialists from outside the department in some subject areas.

2) WEAKNESSES

a) Gaps in collection building coverage (e.g., state/local documents)

b) Lack of collection development policy. (In process.)

c) Assignment of subject areas not always directly related individual strengths.

d) Failure to use additional expertise of staff from outside Collection Development.

e) Lack of collection evaluation and weeding.

f) Inadequate information on curriculum changes.

g) Slow development of consistent resource sharing with other libraries (Temple libraries and Philadelphia area libraries).

e. DESIGN CRITERIA FOR THE REMAINING LIBRARY UNITS

1) Efficient span of control for administrators.

2) Grouping by functions (e.g., in reporting relationships).

3) Clear definitions of responsibility and accountability for all functions.

4) Better communication with staff.

5) Adequate coverage for service points.

6) Relevance of units to library mission.

7) Improved awareness by public and staff of units outside the mainstream.

8) Improved utilization of staff potential for collection development.

9) Long range assessment of collections.

10) Reduction in duplication of processing and materials.

11) Prompt access to all materials and public information on them (e.g., Special Collections).

PART VI: THE DEVELOPMENT OF AN IMPROVED ORGANIZATIONAL STRUCTURE

A. OVERALL DESIGN CRITERIA

1. More efficient provision of library services.
2. Consolidation of public service points.
3. Better staff/administration communication and staff input to decision making.
4. Better grouping of functions to reduce overlap and bring together similar activities.
5. Distribution of staff to assure improved service and best use of staff (level and number).
6. Relevance of units to library mission and a structure that will make possible the future evaluation of services and contributions to library mission.
7. Clearer assignment of responsibility to all staff.
8. Adaptability to new developments in technology and information, changes in user interests and skills, and changing university programs.
9. Closer organizational ties among those providing services, those developing material resources, and those supporting the various processes.
10. Ability to respond promptly to fluctuations in work flow.
11. Participation of personnel in varied library functions to the extent possible, with the objective of developing greater awareness of service needs.
12. Accurate and prompt bibliographic/holdings records and prompt access to materials for public and staff.
13. Physical arrangement with relation to work flow and functions.
14. Provision for assignment of staff orientation, training and development.
15. Inclusion of public relations as a distinct function.
16. Clarification of responsibility and accountability for all functions with attention to library priorities.

17. Improved utilization of staff potential for development and long range assessment of library collections.

18. Efficient span of control (4 to 6 units as a norm).

19. Reduced duplication of activities and materials.

20. Provision of back-up for all functions when necessary.

21. Central assignment of library-wide functions.

22. Potential for increased schedule of library hours.

23. Security of the collections and personnel.

24. Assign responsibility for collection maintenance and prevention of materials.

25. Reduction of supervisor to staff ratio.

26. Ability to improve external relationships for Library.

B. COMMON FEATURES IN DESIGN

The questions posed in the charge to the Task Force were answered, as strengths and weaknesses, interviews and source materials were analyzed. From these answers, a number of very similar suggestions developed in each of the different options that were taking shape. The questions and Task Force answers help to show how common solutions arose.

1. Does each unit and department have a clearly perceived function?
2. Are various functions assigned to the appropriate unit? and
3. Are staffing levels appropriate to function and work load of each unit/department?

The units identified their specific functions, but there was often overlap with other units in actual performance reported, leading the Task Force to consider other functional groupings as possibily more efficient in practice. The three different organizational options described in Part VII (rather than their common features) resulted from varying approaches to function.

While most functions appeared to be assigned to appropriate units, there were instances in which a shifting of function to another unit could combine related functions in a more logical and efficient way, again resulting in similar solutions in all three plans.

For the most part, the Task Force did not address the question of staffing levels, since specific staffing was to be left to the stage of design implementation to be handled later. However, a few recommendations on staffing levels that came directly from the units involved were incorporated into all three designs.

a) Thus, Circulation, Reserve and Interlibrary Loan (ILL) services are combined into a new unit to coordinate all major loan services more effectively, and the staff suggestions that Reserve and ILL might each be headed by a bibliographic assistant are utilized.

b) Departmental Libraries are combined with Branch Libraries in the three structures because the function of providing service outside of the main building is common to these units.

c) Documents, Micromaterials and Maps are combined in a new department devoted to obtaining and providing service for publication of such special character, frequently of common orgin, and supplementary in use to one another, thus utilizing the same number of staff to provide a more satisfactory level of staffing for the three units, and simultaneously freeing the Reference Department staff to concentrate on its major function of providing information and research assistance.

d) The systems analysis function is moved from the Post Catalog Department to a central administrative unit where such a library-wide function is most urgently needed.

e) Current Periodicals is placed organizationally with the Serials Department rather than with the Reference Department to coordinate the common functions of the former units, to reduce the duplication of their records, to direct attention of serials processing and maintenance to the public service aspect, and again to remove an extraneous activity from the Reference Department.

4. Can we justify (in our present context) all of our services and collections?
5. Do we attempt to staff too many separate service points? and
6. Can some existing units be merged hampering the quality of service?

With 22 professionals and 48 nonprofessionals assigned to cover 18 public service points in Paley for 82 hours within a normal week of the academic year, and with the Faculty Senate Library Committee stressing the need for extending library hours, the answers appeared to No to 4. and Yes to 5. Those answers were made more specific in terms of the library mission as spelled out by the Director -- "to support the educational, research and service needs of the University". They were further clarified in terms of the University mission by Vice President Rumpf's reference to Temple as a research institution, although not necessarily among the nation's leading institutions, therefore requiring the Library to make some "hard decisions" at this time to make the most of its resources. Using these guidelines, after talking with many staff members, the Task Force believes that a few mergers could improve service considerably, although physical rearrangements are generally necessary to the effectiveness of such mergers. In addition to the changes mentioned above which may be considered mergers, two others are common to all three design plans.

a) The transfer of Maps, Micromaterials, Government Documents and Current Periodicals from the Reference Department focuses that department more clearly on its information service functions, and makes the merger of the Business Library into the Reference Department a logical one, allowing both units to improve the level of service and possible coverage of hours and desk through the greater availability of staff.

b) Given the research and educational emphases of the Library and University mission, the Leisure Reading area, although attractive and convenient for both staff and undergraduates, was seen as the area most easily merged into existing collections with the least risk to the library goals.

7. Are too many individuals reporting directly to the Director of Libraries?

The knowledge of Task Force members, the recommendations of management texts, and the Director's own comments could provide only one answer -- Yes. Each of the proposals addresses this problem in a different manner. Another important factor bearing on this issue was the need expressed by the Director to spend considerable time outside of the Library in pursuit of extra funding and for the improvement of library relations on campus and off. The solution favored in all three designs was a Deputy Director as the second in command, sharing the major reporting relationships with the Director.

One other common feature of all three plans deserves mention. The value of providing the opportunity for staff members to learn more than one kind of library activity was mentioned as highly desirable by many staff members. The Task Force saw this as advantageous in having more staff members knowledgeable in different kinds of work and able to serve as backup staff in various areas when needed. It is believed that such cross training and/or shared assignments would also familiarize many staff members formerly confined to closed areas, with patron service needs and thereby raise service awareness. Cross training and shared assignments were therefore incorporated in each of the plans, particularly for collection development, for reference service, including Catalog Information, and for library instruction.

PART VII: REORGANIZATION PLANS

PLAN A: FOUR AREA PLAN

PLAN B: EXTENDED GROUPS

PLAN C: THREE DIVISION PLAN

TEMPLE UNIVERSITY
PHILADELPHIA, PENNSYLVANIA 19122

SAMUEL PALEY LIBRARY

To: Joseph A. Boissé, Director of Libraries
From: Task Force on Library Reorganization
Date: April 30, 1980

Attached are three options for the restructuring of the Central Libraries System organization, as requested in your charge of January 7, 1980 to the Task Force.

Each of the plans submitted represents considerable joint analysis and discussion by all Task Force members and consultation with practically all staff members, at least on the main campus. While none of the plans is the unanimous recommendation of all of the Task Force, each plan is sufficiently acceptable to all of us to merit its submission for consideration in the name of the entire Task Force.

The following points may be useful to note in approaching these plans:

1. We have not generally included specific reference to any physical rearrangement that a restructuring may make desirable. Possibilities have been considered, however, for use in implementation.
2. On the Organization Charts, each box represents an organizational unit in the proposed structure.
3. Shared assignments are recommended in each of the plans, on a larger scale than at present. To make these workable, the following conditions are recommended: That there always be a primary assignment to one unit, and only one other large responsibility; and that all adjunct responsibilities and the priorities of the major assignment be carefully defined, either in terms of the proportion of time to be allotted, the specific schedule to be followed, or the particular objectives to be fulfilled in each assignment.
4. Reference has not been made to staffing requirements except as they may help to clarify parts of each proposal.

We urge that this package be made available as a whole to the entire staff for their reaction before any attempt is made to focus on one plan or parts of the different plans as the direction in which reorganization should move. A full report of the Task Force activities is still to be prepared.

Task Force Members: J. Bobick
G. Brightbill
M. Crawford
G. Henderson
A. Keller
G. Lowe
P. Thaxter
M. Udics, Convenor
J. Zucca

PLAN A: THE FOUR-AREA PLAN

Proposed by Task Force on Library Reorganization

Members: J. Bobick
G. Brightbill
M. Crawford
G. Henderson
A. Keller
G. Lowe
P. Thaxter
M. Udics, Convenor
J. Zucca

April 30, 1980

A. Goals of the Four-Area Plan.

1. To reduce the number of units and individuals reporting to the Director of Libraries.

2. To organize all library services into major groupings based on related functions or close working relationships.

3. To limit the addition of central administrative positions, due to budgetary considerations.

4. To provide middle management librarians opportunity for gaining administrative expertise as a way of improving their upward mobility.

5. To provide more support from and ready consultation with the central administration to extension libraries.

6. To provide central on-site leadership for the operation of the main library services at all full service times.

7. To provide an overall planning and systematic analysis function for the library.

8. To provide for staff needs not adequately met at present: staff orientation and development and internal communication.

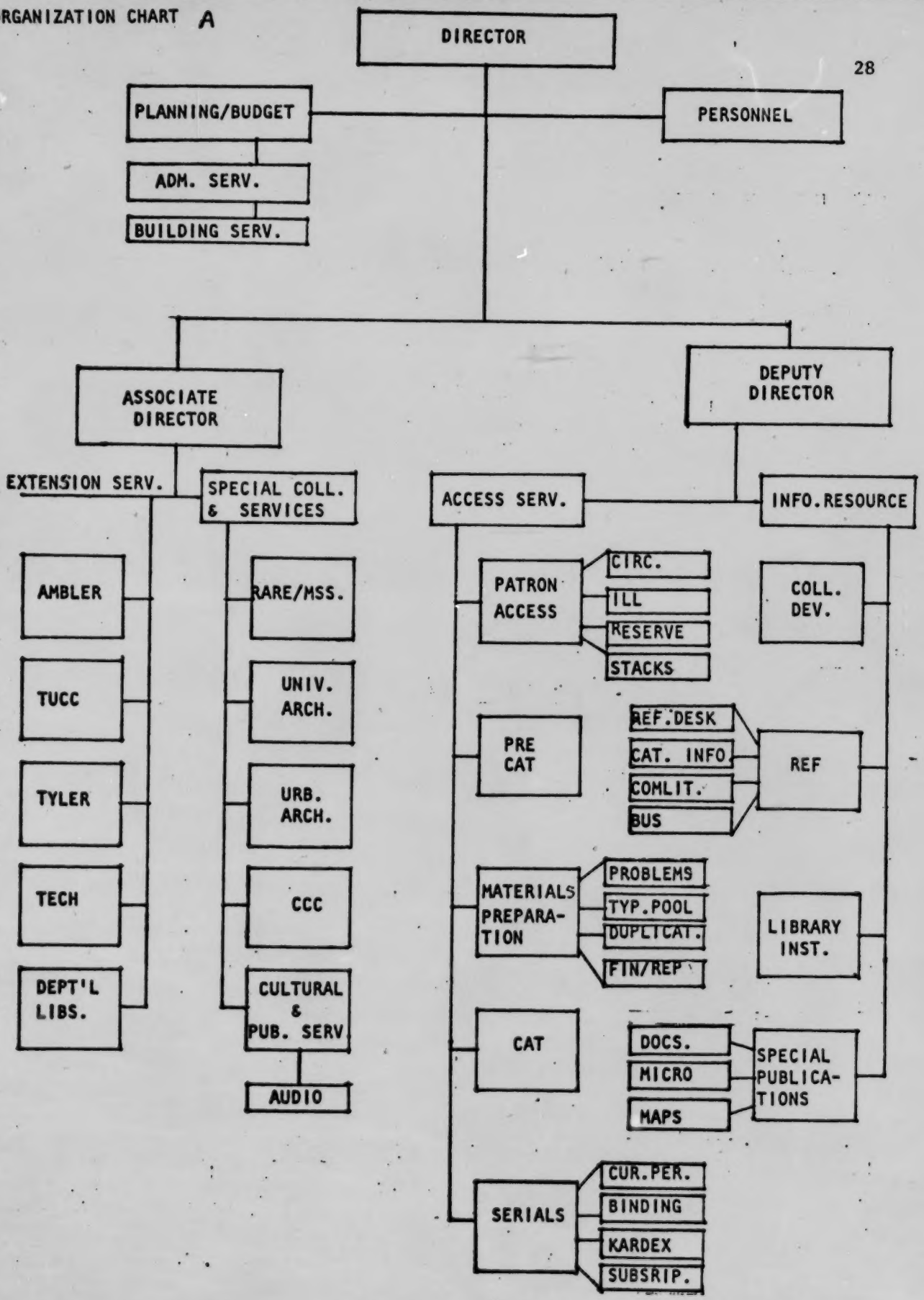
9. To consolidate service points to provide fuller service and longer service schedules for all points.

10. To provide all staff, and particularly librarians, the opportunity to put their knowledge and skills to use in an area of secondary interest as well as in their primary assignment, thus utilizing such knowledge for the benefit of patrons and giving more staff members direct contact with the public.

11. To emphasize the main aspects of the library mission by highlighting those resources that contribute most to the educational, research and service functions of the University.

12. To enable the library to improve its access to non-University funding sources.

B. ORGANIZATION CHART A



C. Amplification of the Design, Four-Area Plan.

1. Central Administration

Reporting to the Director, in addition to his Secretary, are the two heads of line functions, a Deputy Director and an Associate Director, and those responsible for two staff functions, a) Planning and Budget, and b) Personnel Services.

A Deputy Director is intended to aid the ability of the Director to move out from the library to strengthen University relationships, broad area library contacts and other external activities.

The staff functions are made responsible to the Director in order to give him assistance in analysis and direct control over planning, to give him close contact with hiring activities and with staff development, and to strengthen the integration of these central library functions with the overall direction of the library.

a. Planning and Budget.

This office, headed by a librarian with business and systems analysis expertise, has main responsibility for the latter function and for supervision of the Administrative Services. Responsibility for budget preparation and for investigation of non-University sources of funding, and guidance on grants administration is also assigned to the Head of Planning and Budget, the grants aspect delegated to a librarian assistant, if possible.

(1) Administrative Services.

This is the Business Office, headed by a Business Manager who will manage the fiscal operations of the library, and will supervise a unit responsible for Building Services.

(a) Building Services.

The administrative assistant to the Business Manager will head this unit responsible for building management and physical plant relations, as well as for equipment, supplies, and the Mail Room.

b. Personnel Services.

The Personnel Librarian will be responsible for all initial personnel functions, liaison with University Personnel Services, assistance in hiring, counseling on staff benefits, union contract questions, and for staff orientation and development. The importance of this last combination of functions should merit the addition of a librarian assigned to handle staff orientation and development.

c. Deputy Director.

A strong Deputy Director will have clear recognition of his/her responsibility for all library functions in the absence of the Director and, to strengthen the ability to carry on those functions, will have full responsibility for the major services in the main library, divided into Access Services and Information Resources.

d. Associate Director.

An Associate Director will report to the Director under normal circumstances, and, in the latter's absence, to the Deputy Director for any matters beyond the scope of policies clearly established under the Associate's authority. The Associate will be responsible for two areas of library service, Extension Services and Special Collections and Services, and, since the Paley responsibilities will be limited, the Associate will be free, to a large extent, to move around among the branches and become very familiar with their activities and their problems.

2. Divisional Coordinators.

A new system of rotating leadership will be attempted for the divisions. The department heads will have the opportunity to volunteer (or, if preferred, to be elected by other department heads in their divisions), subject to the approval of the appropriate sub-Director, to serve as Division Coordinator for a period, optimally, of one year at a time. The Coordinators for Access Services and Information Resources will report to the Deputy Director, and the Coordinator for Special Collections and Services to the Associate Director, and each coordinator will coordinate services and communication within the division rather than supervise the internal activities of any other department. The Coordinator will be responsible also for the operation of her/his department during the period of service as Coordinator. The purpose of this plan is to provide greater opportunity for training in administration for middle management librarians whose chance to advance has been and will continue to be very restricted, and also to provide the Deputy Director and Associate Director with a manageable span of control, in spite of overall responsibilities for a large number of areas. The Deputy Director would be available for guidance, consultation, support to individual departments, and would, it is expected, obtain a better overall perspective on Paley operations.

3. Information Resources Division.

The Information Resources Division consists of four departments that combine the special materials and bibliographic expertise of reference services, Collection Development, and Library Instruction. To achieve its primary goal of service, the division is organized to exploit optimally the talents of its staff and coordinate information activities, thus economizing on the number of service points.

The present proposal suggests a grouping of functions along the following lines:

a. Collection Development.

A pool of adjunct selectors--members of the professional staff chosen for their subject expertise--perform collection development activities under the department Head's coordination. Added to that individual's charge is a small full-time staff of bibliographers, a secretary, and a bibliographic assistant to process gifts. Maintenance of the collection with attention to weeding and preservation is among Collection Development's responsibilities. To aid this function, the intellectual resources of this Department should not be sequestered on the lower floors; selectors and other subject specialists could utilize desks on the upper floors close to their respective subject areas for a part of their working time, and thus also be available for patron service there at the hours of peak use.

b. Reference Department.

This Department consists of the Reference Desk, Catalog Information Desk, Comlit Services, and Business Reference Desk units. The Reference Department is seen as a most conducive area for cross-training and shared assignments involving departments outside Reference. Research assistance and other reference help is available at the Reference Desk. The staffing of the Catalog Information Desk will be coordinated by a librarian with responsibility for that Desk, which will provide assistance at the catalog, directional information and (to a lesser extent) answer reference queries. A librarian also coordinates Comlit Services, drawing librarians from other areas, on shared assignments, for assistance. The Business Reference Desk will be maintained for separate service under the Reference Department.

c. Bibliographic Instruction.

To underscore its importance to future library services, this function must command departmental status. Its staff organizes instructional objectives and materials with the participation of the other Information Departments. In matters where their functions overlap, the Department cooperates with the Staff Development and Orientation Librarian.

d. Special Publications.

Consisting of Documents, Micromaterials, and Maps, this Department consolidates service points in areas where adequate coverage is difficult to provide under today's organization. Additionally, it creates a central control for materials whose uses are closely interrelated. Cross training will enable staff to service any of the three points.

4. Access Services Division.

This division reports also to the Deputy Director, through the rotating leadership of a Coordinator for Access Services, chosen from the division's five department heads. The Division will focus on making materials available to patrons, through the traditional technical services departments and through the services of those more familiar with getting materials directly into the hands of patrons. It is expected that this will strengthen the responsiveness of technical services personnel to patron needs.

a. Pre-Catalog Department.

The Department is composed of Search and Acquisitions sections, each headed by a librarian, the Acquisitions head possibly also serving as department head.

b. Catalog Department.

Catalog includes Original Cataloging, Editing, and Catalog Maintenance sections. The organizational and physical structure of the department should be examined, and the work flow assessed to provide greater attention to the accuracy of the card catalog, and to ensure prompt processing of materials for all CLS collections, including any currently within public service areas and designated by their staffs.

c. Materials Preparation Department.

Materials Preparation is made up of four sections. A bibliographic assistant is assigned to the control of Problem Reports and may share responsibilities for preservation functions with the department head. The Typing Pool section will be a center for library-wide typing functions. Duplicating will handle library-wide bulk copying of materials, with recognition of the need for increased emphasis on microfilming. The Finishing and Repair section will be responsible for the physical processing of books, and the mending and preservation of materials from all collections. It is hoped that the latter aspects can be given increased attention.

d. Serials Department.

Accepting the recommendation of the Committee to Study the Feasibility of a Separate Periodicals Collection, this proposal combines Serials and Current Periodicals to improve public access to serials records and reduce the duplication of same. The plan also calls for a definition of "current periodicals" to include the last five years of a journal. Those functions presently performed in Serials continue, with an increased emphasis on public service.

e. Patron Access Department.

This department consists of Interlibrary Loan (and Intralibrary Loan) under the supervision of a bibliographic assistant; Circulation Desk, under the administration of a librarian; Reserve, headed by a bibliographic assistant, with the responsibility for access to the Limited and circulating Theses and Dissertation Collections; and Stacks Maintenance, supervised by a bibliographic assistant.
The physical and structural grouping of these four sections consolidates similar functions to provide better and less confusing service to patrons. The staff of these units should be cross-trained so that back-up can be provided among the units during heavy work load periods.

5. Special Collections and Services Division.

This division also will be headed by a rotating Coordinator, in this case reporting to the Associate Director, and again emphasizing coordination of units rather than strong supervision.

Included within this area are five departments, four of them the units which now constitute Special Collections, covering their present functions:

a. Rare Books and Manuscripts.

b. University Archives (presently known as the Conwellana-Templana Coll'n).

c. Urban Archives.

d. Contemporary Culture Collection.

Added to these four departments is a fifth:

e. Cultural and Publicity Services.

This department will continue to be responsible for the Paley Lectures and Exhibits series and will also have responsibility for the public relations function of the library, including the coordination of press releases and the production of newsletters. A separate Audio unit will continue under the supervision of the head of Cultural and Publicity Services for the present. Given present budget constraints, however, it is urged that this unit be disbanded when adequate provision can be made with other media services units and listening libraries on campus for service to all University students for such recreational and limited curricular services as are now provided by the Audio unit.

Inclusion of Cultural Services in this division is based on its shared interest with Special Collections in the Paley Endowment, in exhibits and in audio materials.

6. Extension Services.

Extension Services is the only area of the four major divisions which does not have a coordinating head under its sub-Director. The Branch Libraries will each report directly to the Associate Director. Because the Associate's only other responsibility is for Special Collections and Services, reporting through a Coordinator, the Associate should be able to spend several days each month at each of the branches in order to maintain active liaison, to be able to represent their interests adequately with the Director, and to give them direct guidance and support in relating to their deans.

The present Departmental Libraries, under a coordinator, are treated as one Branch for organizational clarity, their relationships with Paley corresponding to that of the branches more than to that of any other area.

D. Committee/Communication Structure.

The communication and planning mechanisms are of primary importance in making the library operation a unified, productive whole in this hierarchical design.

1. Planning Committee.

To keep all parts of the structure informed and involved, a Planning Committee is suggested, comprised of the Director, Planning and Budget Head, Personnel Librarian, and Deputy and Associate Directors, scheduled to meet weekly.

To emphasize and share the interrelationships within Paley, the Division Coordinators of Information Resources, Access Services and Special Collections and Services will meet weekly as a body with the Deputy and Associate Director, or, as agenda items may make appropriate, as a part of the Planning Committee.

The Associate Director will be responsible, through these meetings and otherwise, for keeping the library administration and Paley staff aware of activities of the Branches and responsive to their needs. To keep the Branches informed in an up-to-date fashion, the Associate shall be in contact at least weekly with each of the branches by visits, phone, or conference calls with all branch heads.

2. Divisional meetings.

The further objective of keeping all levels of staff adequately informed can be achieved by regularly scheduled meetings within each division:

a. the department heads with the Coordinator on a weekly basis, the Deputy or Associate Director present as may be deemed necessary by either the administrator or the divisional members; and

b. all the staff in each department at least once a month, student assistants included when feasible.

Branch Heads should also meet as a group with the Associate Director once a month, alternating the sites between Paley (used every other month) and each one of the branches (each used approximately once in 6 months). Paley would usually be the site when Departmental Libraries is the host branch. Each Branch should also schedule monthly meetings of its staff, the smaller branches including student assistants when at all possible.

Once these meetings become regular practice, a topic of importance to the particular meeting group should be scheduled for presentation and discussion at each session, in order to make the meetings effective learning experiences.

3. Department Heads.

To counter attitudes of isolation and lack of involvement, a meeting of all department heads, branch heads, and the administrators should be held every six months to review immediate problems of general concern, recent progress, and goals for the next six months to a year.

4. Permanent Staff Committees.

Further involvement of staff in important areas of planning can be achieved

through two permanent committees which could be initiated by the Director:

a. An advisory Committee on Collection Development, chaired by the Head of Collection Development, to utilize staff knowledge specialties to the fullest, particularly for very narrow subject areas, and to consider expensive and questionable purchases, etc.

b. An advisory Committee on Staff Development, including staff orientation. Chaired by the Staff Development Librarian, with a representative from TULSA, one from the Academic Assembly, one from the Library Instruction Department, and other interested staff, this committee could assist in the preparation and overview of plans for staff orientation and development.

E. Relationship of Plan A to Overall Design Criteria.

1. More efficient provision of library services.

-Grouping of circulation-type functions
-Adding Current Periodicals to Serials
-Grouping similar reference functions
-Combining micromaterials, maps and documents to facilitate servicing of those units
-Coordination of all units in comparable manner in overall structure

2. Consolidation of public service points.

-Grouping circulation functions in Patron Access
-Combining Business reference with Reference
-Placing Catalog Information Desk and COMLIT under the administration of Reference

3. Better staff/administration communication and staff input to decision making.

-Rotational character of coordinating position for divisions helps balance span of control
-Communication/meeting proposals

4. Better grouping of functions to reduce overlap and bring together similar activities.

-Achieved in Serials, Access Services, Extension Services, Reference, and Special Publications
-Placing Cultural Services with Special Collections

5. Distribution of staff to assure improved service and best use of staff (level and number).
-Achieved through implementation of 4.

6. Relevance of units to library mission and a structure that will make possible the future evaluation of services and contributions to library mission.

-Absence of Leisure Reading -- unrelated to research orientation

7. Clearer assignment of responsibility to all staff.

-Aided by divisional structure and meetings recommended
-Grouping of Access Services

8. Adaptability to new developments in technology and information, changes in user interests and skills, and changing university programs.

-All special publications together
-All information resources together
-Expansion of COMLIT service
-Planning and systems analysis functions
-Grouping of departments with TECH library
-Grouping of Access Services

9. Closer organizational ties among those providing services, those developing material resources, and those supporting the various processes.

   -Access Services
   -Information Resources
   -Special Publications
   -Extension services
   -Cross-training and shared assignments

10. Ability to respond promptly to fluctuations in work flow.

   -Rotation of division head makes all department heads in the division aware of problems in all units of the division
   -Cross-training and shared assignments

11. Participation of personnel in varied library functions to the extent possible, with the objective of developing greater awareness of service needs.

   -Collection Development, Library Instruction and Reference draw on many areas for staffing

12. Accurate and prompt bibliographic/holdings records and prompt access to materials for public and staff.

   -Shifting Current Periodicals to Serials
   -Consolidating Patron Access with technical services functions

13. Physical arrangement with relation to work flow and functions.

   -No specific physical recommendations, but a structure which groups similar functions, e.g., Current Periodicals with Serials, all Special Publications, Business and Reference desks, Access Services together

14. Provision for assignment of staff orientation, training and development.

   -Provided for in Personnel office, with relation to Library Instruction

15. Public relations as a distinct function, including improvement of patron awareness of library holdings and services.

   -Provided for in Publicity Services

16. Clarification of responsibility and accountability for all functions with attention to library priorities.

   -Basic structure and its breakdown by function does this.

17. Improved utilization of staff potential for development and long range assessment of library collections.

   -Collection Development, Library Instruction and COMLIT draw on various areas for staffing
   -Cross-training and shared assignments where feasible

18. Efficient span of control (4 to 6 units as a norm).

   -More equal balance with Paley units under Deputy Director, and Special and Extension divisions under the Associate Director

-More equal number of departments within each division

19. Reduced duplication of activities and materials.

    -As in Access Services, Serials, Patron Access, Special Publications, re-assignment of Business Reference

20. Provision of back-up for all functions when necessary.

    -Provided for in cross-training and shared assignments

21. Central assignment of library-wide functions.

    -Centralization of typing, duplicating, and circulation functions
    -Assignment of systems analysis as a unique office

22. Potential for increased schedule of library hours.

    -Through consolidation, as in 2, 4, and 19.

23. Security of the collections and personnel.

    -Through Special Publications amalgamation, and Current Periodicals to Serials.

24. Assign responsibility for collection maintenance and preservation of materials.

    -Assigned to Collection Development, and Finishing and Repair section of Materials Preparation Department

25. Reduction of supervisor/staff ratio.

    -Possible in Pre-Catalog, Materials Preparation, and Patron Access

26. Ability to improve external relationships for library.

    -Top structure improves potential for Director

F. Further Explanation of Certain Current Units.

All but one unit of the existing organization is assimilated into the design outlined above. This, the Leisure Reading Collection, was omitted when careful assessment revealed that factors of space, and shifting fiscal priorities weighed against its retention. It should be emphasized that in eliminating Leisure Reading, only its separate access was affected. Those materials dedicated to GFL will continue as Paley holdings incorporated into the General Collection. A browsing collection of topical materials can be provided at a savings through use of the McNaughton rental plan or an expanded display of new books of topical interest.

The Business Library, which today enjoys departmental status, will, in the proposed organization, be added to the units in Reference, with no curtailment of functions nor limitation of its services implied. What Reference administration can provide, through adequate supervision and sorely needed back-up, can only increase the value of Business services with longer hours and more efficient coverage.

A final recommendation concerns several anomalies in the Library's collections: Piaget, Nevil, and the Health Administration Collection (HAC). In the case of HAC, the plan recommends that it be absorbed into the General collection, barring those contingencies related to acreditation that once required its segregation. Piaget and Nevil, on the other hand, should either be absorbed into General, or placed under Reserve as in the case of Limited. There is no evidence that the former option would violate the agreement set out with the Nevil Foundation in establishing that collection.

G. Physical Considerations and suggested sequence of steps for Plan A, The Four Area Plan.

The attached chart, Physical Option # 1, shows one way in which the proposed Four Area Plan could be facilitated through physical rearrangements.

1. Physical changes could be undertaken first on the third floor. The enclosure now around the Documents area could be extended to encompass space for Maps and Micromaterials, as well as Documents. The overall space should be enclosed, but without permanent dividers between the 3 areas, so that the staff can maintain responsibility for more than one unit when necessary. When this physical setting is completed, Maps can be moved from the 1st floor and Micromaterials from the Mezzanine to this 3rd floor area, and Special Publications can then be established as a new department, under Public Services, for the present.
2. Once the Maps area on the 1st floor is vacated, Business Reference materials can be moved to this 1st floor area, and the Business Library staff transferred to the Reference Department, with reassignment within Reference as may be desirable. The Business Reference Desk within the former Map enclosure is expected to be staffed at all times.
3. Urban Archives can be simultaneously shifted to the Mezzanine room formerly occupied by Micromaterials. This and the move of the Business Reference Desk from the 2nd floor will free stack space to provide for the move of some General Collection materials from the 3rd to the 2nd floor, probably placing classifications A-L on the 2nd floor, and leaving M-Z on the 3rd floor. It would provide helpful staff assistance on the 3rd floor if bibliographers--for example, for music, literature, and science--would utilize desks on this floor--either on the open floor, or, if preferred, sharing a small room in the central core area, each librarian for at least 2-3 hours a day. Librarians moving around on the floor in their subject areas would be available to patrons and would become more familiar with the subject materials and more active in maintaining the currency of the collection.

Further organizational changes within present departments or changes affecting existing functions could go forward, but it will probably not be feasible to make other physical rearrangements or organizational changes affecting more than one department until the new administrative positions of Deputy Director and Associate Director have been filled. Interim changes that could most easily be achieved are:

4. Creation of the Planning and Budget Office, with a librarian appointed to head the office. This individual could occupy the corner office next to the Director, and the administrative assistant to the Business Manager could occupy an additional desk placed in the Office of Administrative Services with the Business Manager.
5. Creation of the Planning and Budget Office will remove the systems analysis function from the Post Catalog Department and may then make it possible to redirect that department to the functions outlined for it in the plan as the Materials Preparation Department.
6. The consolidation of positions suggested for the Pre-Catalog Department would also be possible at this point.

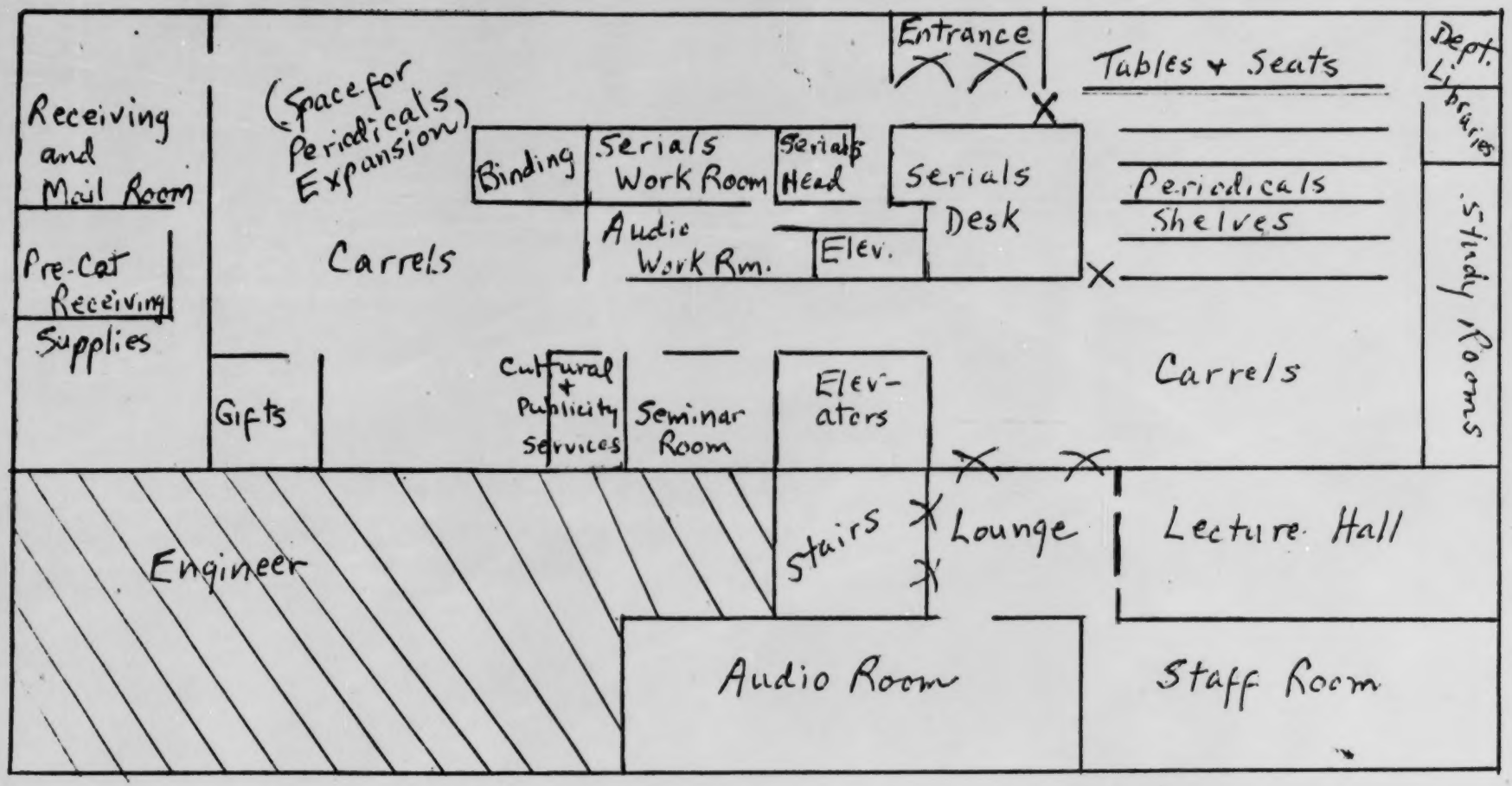
7. Once the Associate Director is appointed, the integration of the Leisure Reading Collection into the General Collection can take place, by LC classifications. Books will require only relabelling to cover GFL in the call no., and the Leisure Reading Catalog can provide the record to be used to remove GFL from cards in the Public Catalog and shelf-list. Books can be shelved in the General Collection in jackets, thus helping to brighten the General shelves and calling attention to these more recent, popular books for patrons looking for such titles.
8. The offices for Cultural Services and Departmental Libraries can then be interchanged, and the revised functions of Cultural Services as Cultural and Publicity Services be implemented. At the same time, the organizational changes would be made effective, combining Special Collections and Cultural and Publicity Services into Special Collections and Services, reporting to the Associate Director, along with Extension Services.

9. In preparation for the appointment of a Deputy Director, some small changes could take place in the present Technical Services area consolidating and shifting the Pre-Catalog Department slightly to the east, and similarly consolidating and shifting the Catalog Department adjacent to Pre-Catalog to the east. If possible, it would be desirable also to move the main OCLC station to a central point between the Pre-Catalog and Catalog Departments. Those moves would free the present OCLC space as an office for the Deputy Director, or if moving OCLC becomes impractical, an area just east of OCLC could be enclosed for such an office. Placement of the Deputy Director on the 1st floor is desirable to give him/her the knowledge to help integrate the various services and to maintain active communication with the centers of patron services.
10. Appointment of the Deputy Director should be followed by appointment of a Head of Patron Access, to supervise the 4 units in that department, and other changes can then be implemented.
11. A Reserve Desk and enclosed shelving should be constructed in the SW corner of the 1st floor where the W Collection now is shelved, and extending north to Current Periodicals. When completed, the Reserve Desk and nonprofessional staff can be moved to that area with a bibliographic assistant in charge, utilizing as work space the two offices formerly used by the TSD Associate Director. To provide better space and visibility for this Reserve area, it would be desirable to move the Public Catalog several feet to the east. Additional shelving for book collections to be supervised by Reserve - the Limited Collection, and the Piaget & Nevil Collections, if not merged into the General Collection - could be provided in the south end of the area vacated by the Catalog Department.
12. After the move of the Reserve Book Room from the Ground floor, the Serials Department can move into the former Reserve area, taking along with it to the Ground floor, Current Periodicals and newspapers. Shelving for Current Periodicals would be on the West side of the Ground floor, the shelving running parallel to the windows so that the aisles will be visible from the desk, staffed by Current Periodicals and Kardex Section staff members. Turnstiles could be installed at the north and south ends of the shelving, closing off the area between desk and shelves, and the north and west ends of the shelving fully enclosed. Tables, seating, and at least two photocopiers

could be placed near the windows within the enclosure. The last 5 years of all periodicals from the General Collection should be transferred into this area and, if the space is inadequate, two alternatives are available: either extend the planned enclosure to the north wall of this part of the Ground floor, removing most or all of the carrels; or separate the bound volumes from the unbound, and shelve the bound volumes near the Binding Section in the east end of the Ground floor. The difference in preferred shelving for bound and unbound issues of periodicals (vertical arrangement for bound volumes, horizontal or tilted arrangement for unbound) may make separation of the two forms desirable in any case. The considerable space left vacant at the East end of the Ground floor is intended to provide for additional periodicals if a later decision is made to transfer all periodicals from the General Collection.

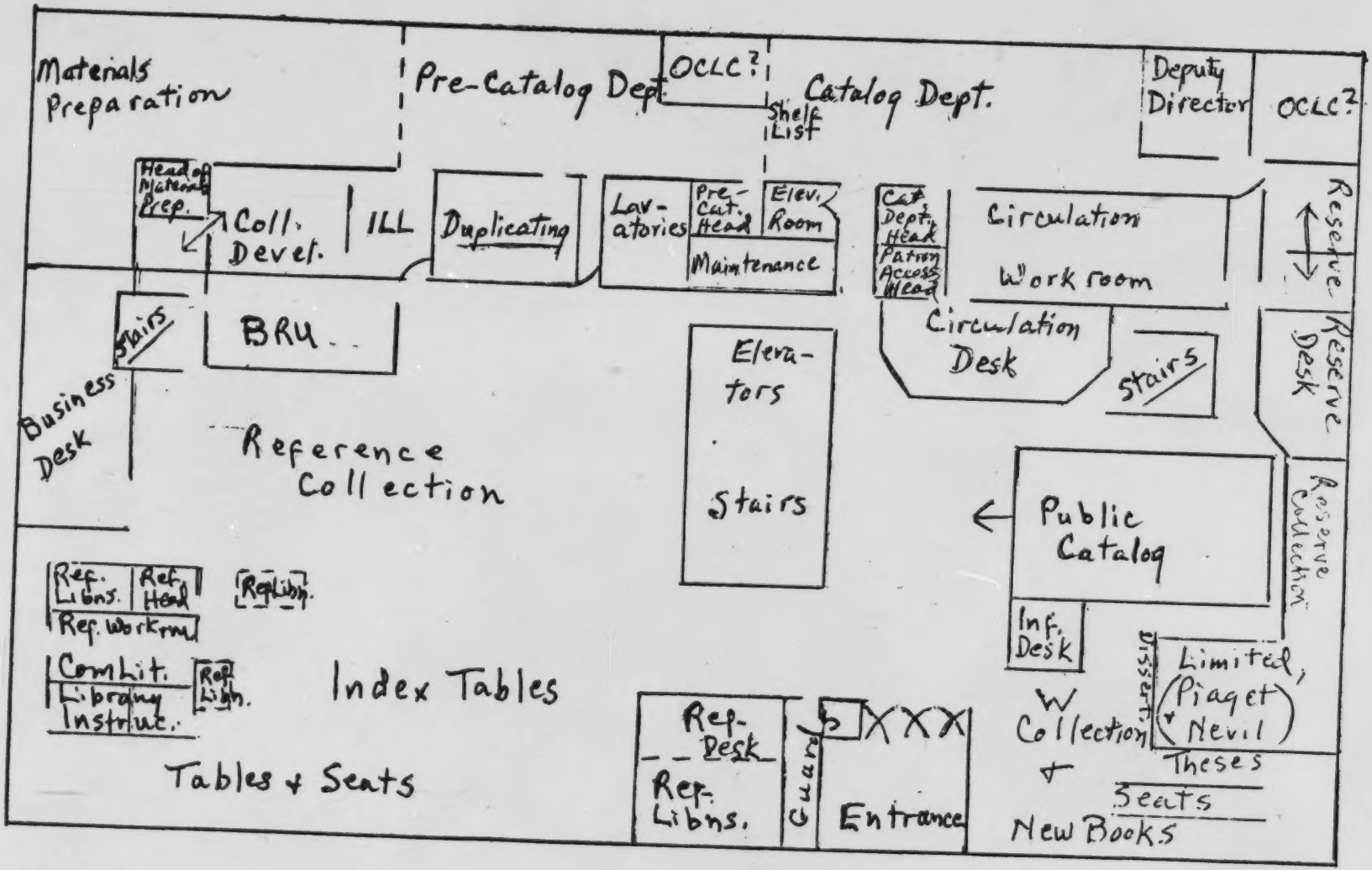
13. Once Current Periodicals is gone from the 1st floor, Reserve shelving can expand into that area as needed, using open shelves, possibly on the outside of the Reserve enclosure, for theses and dissertations.
14. The former Current Periodicals Desk can be utilized for an Information Desk, but, to make it more visible, the glass and wood barrier presently used to separate Current Periodicals should be removed, and that area once again opened up. Attractive displays of New Books, including the W Collection, should be placed here and along the north and west bank of windows in this corner, where they can be seen from outside as well as inside.
15. The former Serials Room should be sectioned off to provide about 1/3 to 1/2 of the space at the west end for ILL, with access for the public through the Dutch door. The back part of the room and the office can be assigned to Collection Development with aisles left on each side of the barrier separating the two departments to provide easy access to the back area.
16. When ILL has moved from its present location, the Reference Department workroom can be reorganized to place COMLIT in one part of the room and concentrate General Reference Department activities in the other part.
17. It is suggested that Reference librarians spend a great deal more time at desks on the floor, either at the east end near the reference shelves, at the Reference Desk, even when not on duty there, or on the upper floors near the General Collection materials pertaining to their areas of subject interest. This change in use of the Reference offices would free two adjacent offices to be assigned to the Library Instruction Department.
18. The move of Collection Development from the Mezzanine will make available the room between Urban Archives and Contemporary Culture to hold storage shelving for Special Collections and to serve as a reading room for the two adjacent departments if they can make adequate use of it without connecting entrances.

Plan A: Physical Option #1 - Ground Floor



1" = 1 inch = 24ft. approx.

Plan A: Physical Option #1 - 1st Floor



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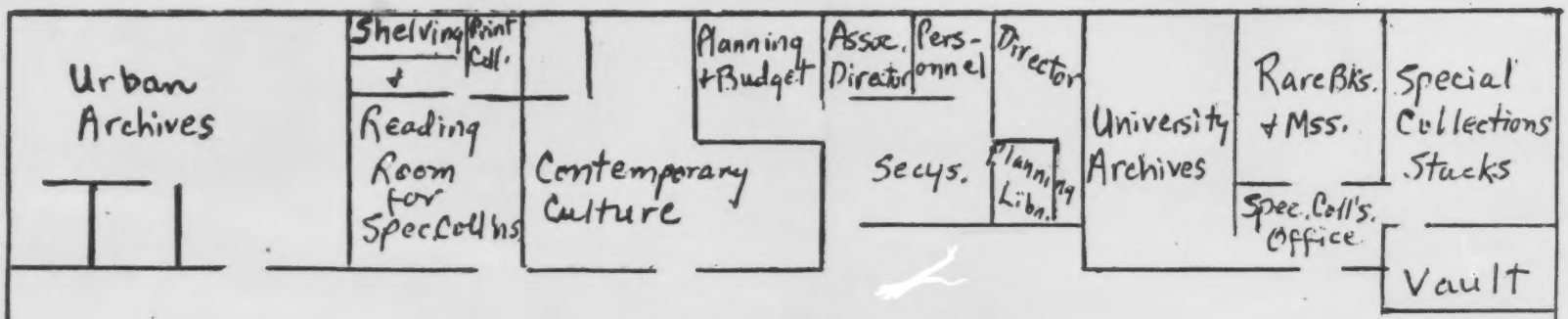


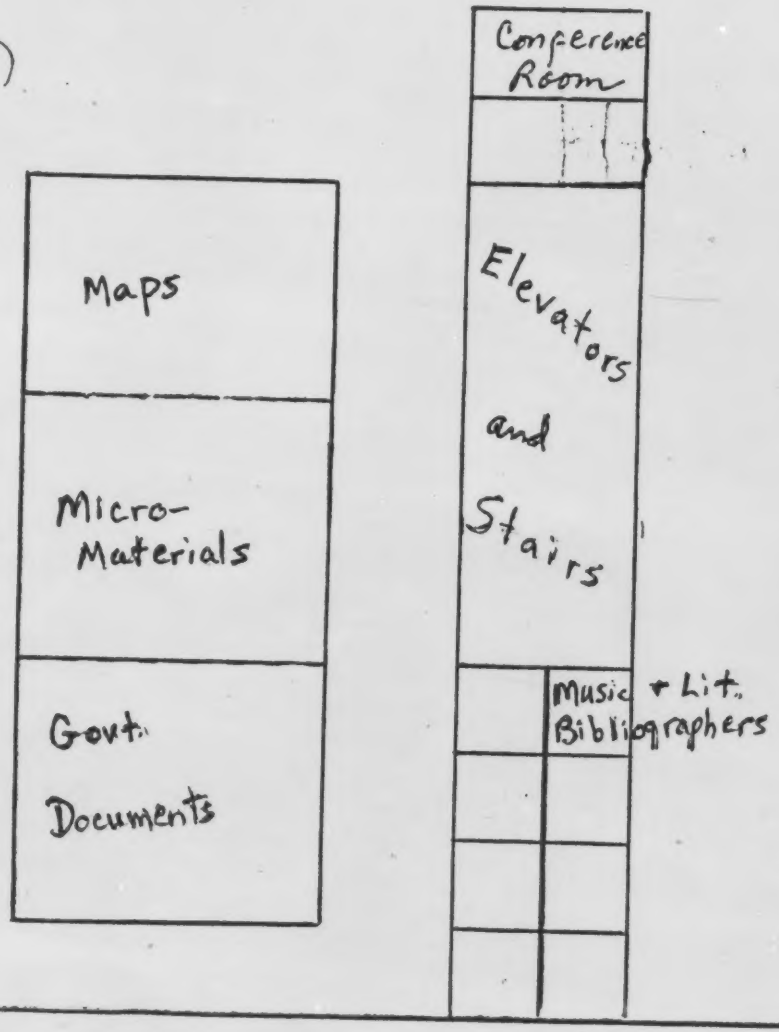
Mezzanine

Plan A: Physical Option #1

1" = 1 inch = 24 ft. approx.

Plan A: Physical Option #1 - 3rd Floor

Collection
Q - Z (?)



Collection
M - P (?)

H. PHYSICAL OPTION #2 FOR THE FOUR AREA PLAN

This scheme aims at reducing the amount of physical reconstruction necessary to implement Plan A while increasing the physical proximity of units with a common administration. Only those proposals peculiar to this plan are discussed below.

1. ACCESS SERVICES.

To facilitate the merger of Current Periodicals and Serials Department a new location that affords an adequate working space and a means of public access is necessary. This requirement can be met by the present Documents Section. There, offices and an enclosed working area are exstant, plus the shelving and public space for Current Periodicals. This site also provides for public assistance on the third floor following transfer of Documents.

It is suggested that Reserve occupy the Serials area using the BRU for three day reserve shelving and the work room for LTD. This option entails the least amount of new construction and moves toward unifying Reserve and Circulation.

The BRU would be relocated in todays Map Section.

2. INFORMATION RESOURCES

The Business Department moves to the Current Periodicals area to facilitate its administration, provide a visable access for materials, and limit the amount of renovation necessary to implementation.

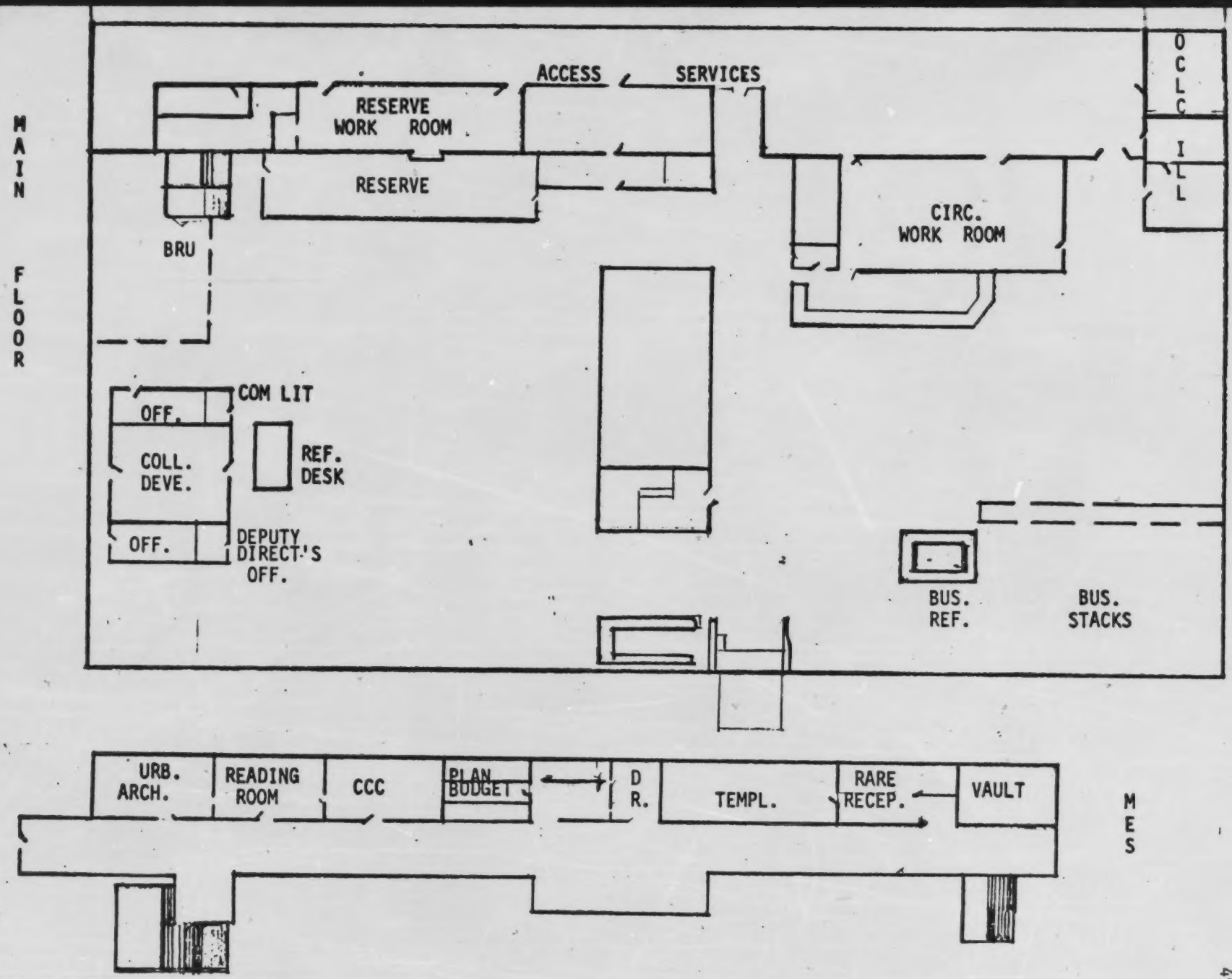
With the change in ILL's location space will be available in Reference for Collection Development personnel that would centralize their activities and create the potential for backup at the Reference Desk. Consideration should be given the idea of moving the Desk closer to the Reference Offices for this purpose.

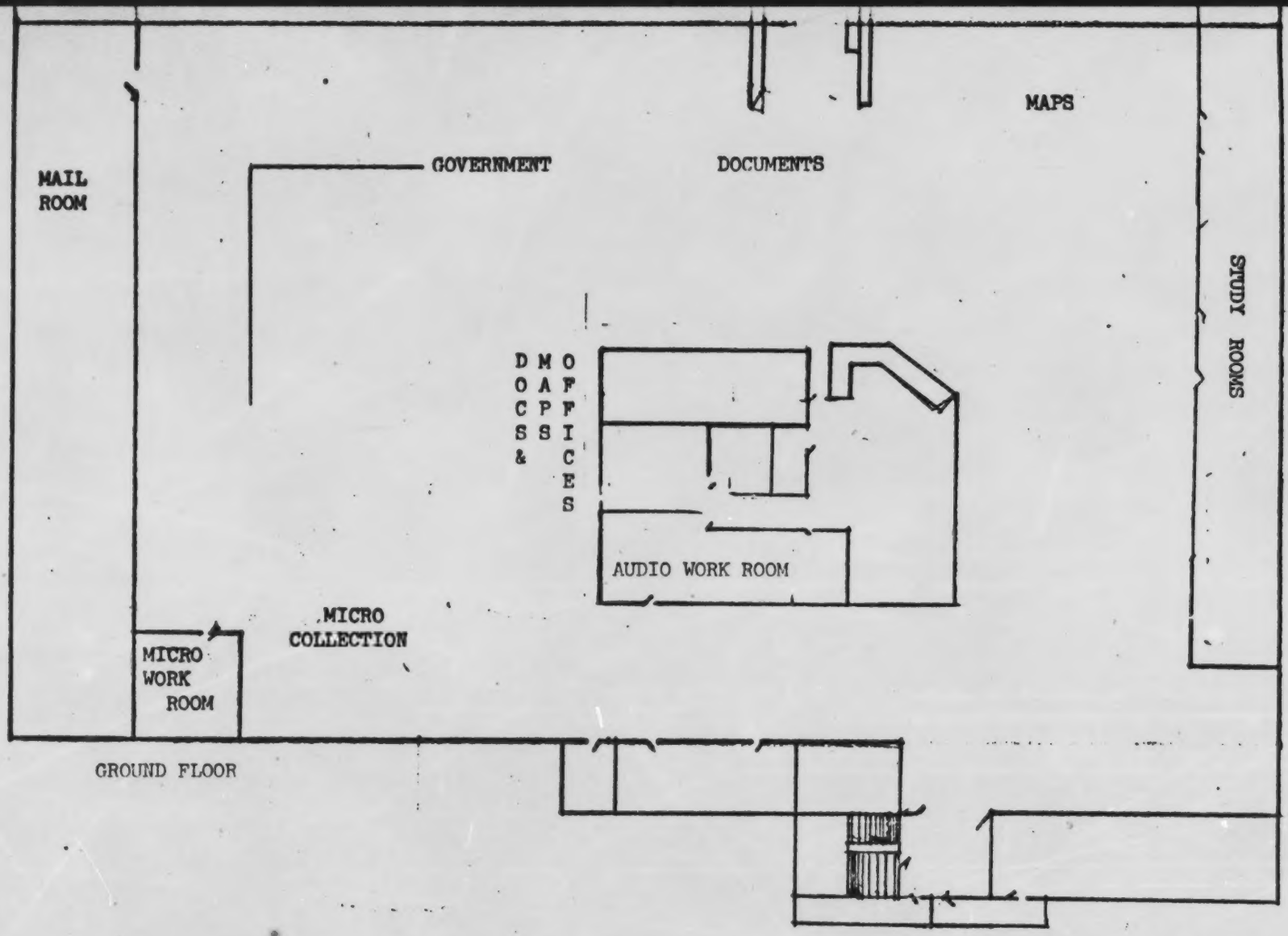
The office of the Head of Reference could be converted for use by the Deputy Director.

The present quarters of the Business Library would be transferred to Bibliographic instruction. Among other things, this would be useful in the sale of workbooks and their redistribution after grading.

The Com Lit service could be carried out in the small office once used by the assistant head of Reference.

The most comprehensive changes would involve Special Materials Department. The present Reserve area could be converted into office space for Documents and Maps. Plan A retains Audio, it, therefore, would remain in tact. Micromaterials can convert the enclosure for its work room with the surrounding area modified for the placement of readers and the microform collection.


MAIN FLOOR
RESERVE WORK ROOM
ACCESS
SERVICES
OCLC
ILL
RESERVE
BRU
CIRC. WORK ROOM
COM LIT
OFF.
COLL. DEVE.
REF. DESK
OFF.
DEPUTY DIRECT'S OFF.
BUS. REF.
BUS. STACKS
URB. ARCH.
READING ROOM
CCC
PLAN BUDGET
D R.
TEMPL.
RARE RECEP.
VAULT
M E S


MAPS
MAIL ROOM
GOVERNMENT
DOCUMENTS
STUDY ROOMS
DOCS & MAPS OFFICES
AUDIO WORK ROOM
MICRO COLLECTION
MICRO WORK ROOM
GROUND FLOOR

PLAN B: EXTENDED GROUPS

Proposed by the Task Force on Library Reorganization

J. Bobick
G. Brightbill
M. Crawford
G. Henderson
A. Keller
G. Lowe
P. Thaxter
M. Udics, Convenor
J. Zucca

April 28, 1980

A. GOALS

1. To create an organizational structure which emphasizes public service as the primary concern of the library.

2. To reduce the number of service points through consolidation and strengthen service capabilities for the remaining points.

3. To eliminate duplication of materials and efforts.

4. To streamline the Director's span of control.

5. To design a logical grouping of related functions which is not as decentralized as a Departmental system nor as unwieldy as a Divisional arrangement.

6. To free the Director of sufficient day-to-day responsibilities to enable him to move more in the direction of the position of "University Librarian."

7. To create a stronger intermediate supervisory position.

8. To break down overly large Departments into more effective units.

9. To provide a system of planning which is integral to the organizational structure.

10. To build a structure emphasizing coordination as a basic managerial tool.

11. To transfer as many library-wide activities (e.g. photocopying) as possible from the specialized units to the administrative portion of the design.

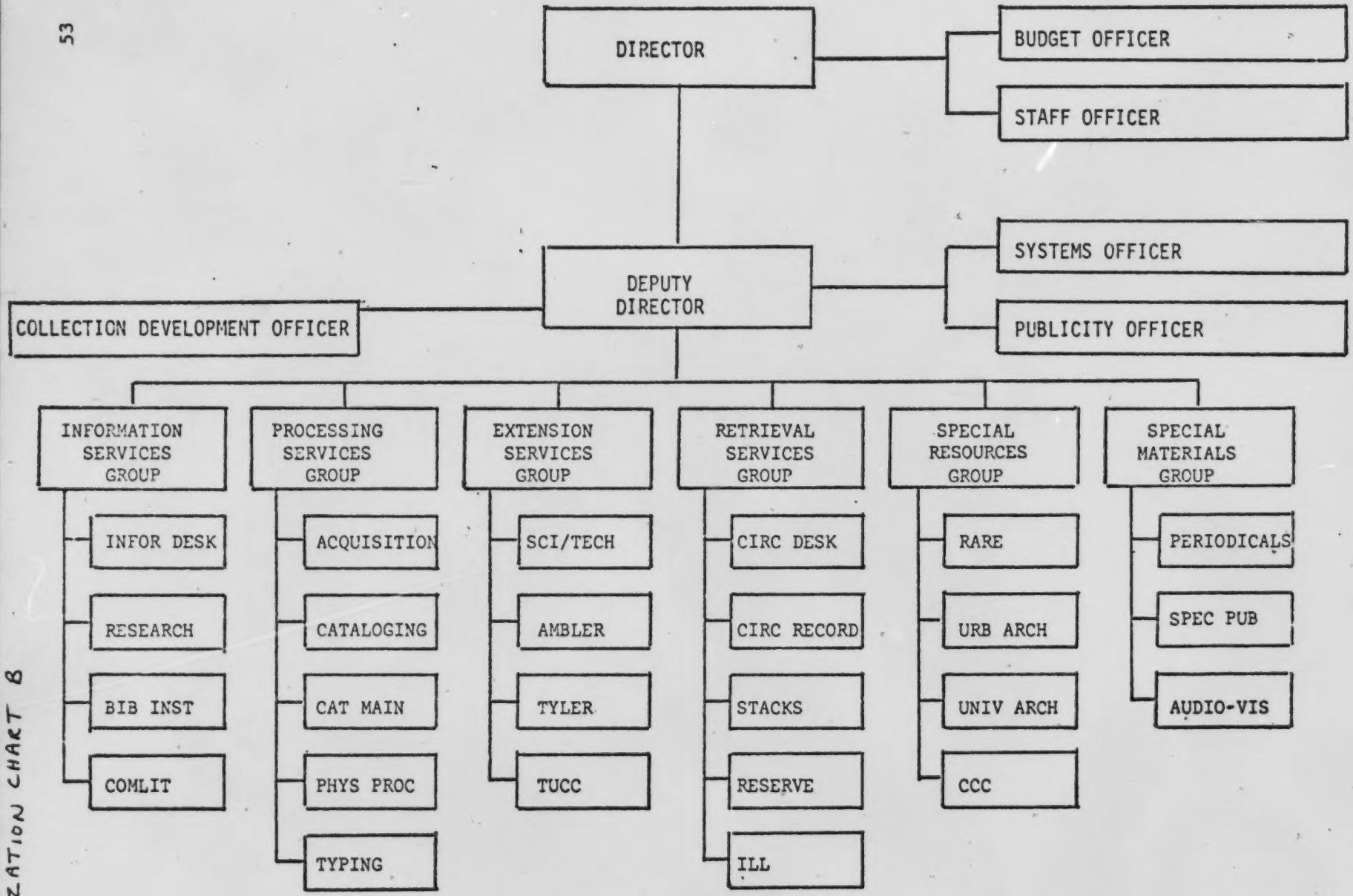
12. To create a system where staff can be temporarily shifted within major groupings to meet sudden increases in demand and staff absences.

13. To create more of an advancement ladder for staff.

14. To provide opportunities for a fuller use of staff expertise in subject areas.

15. To promote cross-training between units and better orientation for all staff.

16. To provide for coordinator of publicity and public relations in one central office.



ORGANIZATION CHART B

C. LIBRARY ORGANIZATION

1. Administrative Segment

a. Administrative Organization

In this plan there is a nearly complete break with current administrative structure and nomenclature. The reasoning is to create a position (Group Coordinator) who can provide stronger leadership to a functional grouping of units than is currently available in the Department Head structure.

PROPOSED	CURRENT
DIRECTOR	DIRECTOR
DEPUTY DIRECTOR	
.....	ASSISTANT DIRECTOR(S)
GROUP COORDINATOR(S)	
.....	DEPARTMENT HEAD(S)
UNIT LEADER(S)	

As is evident above, the Group Coordinator level falls between the Associate Director and Department Head levels, assuming some functions of each. Remaining duties of the Department Head are assumed by the Unit Leader.

b. Position Descriptions

DEPUTY DIRECTOR - The position is responsible to the Director and is charged with guiding the Library in the creation and implementation of policy decisions in consultation with the Group Coordinators. Coordinates overall planning with the assistance of the Planning Committee.

GROUP COORDINATOR - Creates Group policies in consultation with the Unit Leaders; Guides and coordinates the execution of Group policies; Makes recommendations on library policies; Maintains and interprets established Group procedures; Evaluates the efficiency of Group operations and recommends improvements; Coordinates planning of Group activities; Organizes to meet emergencies in Unit staffing; Reports to the Deputy Director.

UNIT LEADER - Creates Unit policies in consultation with Unit staff; Guides and coordinates the execution of Unit policies; Makes recommendations on Group policies; Provides leadership directed toward the achievement of optimum performance; Responsible for qualitative and quantitative performance of Unit members; Oversees training, scheduling, on-site planning, and review of work; Reports to the Group Coordinator.

c. Officers

Directly assisting the central administration are several employees termed "Officers" who are responsible for various library-wide functions. The Budget Officer is responsible for financial records, budgeting, photocopying and reprography, and grant processing. The Staff Officer is responsible for personnel records, interviewing, hiring and payroll of students, paychecks for full and part-time employees, and staff orientation and development programs. These Officers report to the Director in recognition of the Director's position in the library buget and hiring process.

Reporting directly to the Deputy Director are three Officers who do not require a direct channel to the Director. The Systems Officer is responsible for systems analysis, planning coordination, a university-wide library statistical program, computer center liaison, and also mail, security and physical plant operations. The Publicity Officer is responsible for public relations, the cultural series, exhibits, community relations, a library newsletter (a combination of the Notes from Paley and Grapevine), and would serve as Office Manager for Administrative Office reception activities. The Collection Development Officer would serve as a coordinator of collection development activities by staff assigned to various units, report on collection development and the status of the collections, and be responsible for collection maintenance. Gifts would also fall under the purview of this Officer as currently handled.

2. Library Operations

Library operations are broken down into six Groups utilizing factors of public service activities in terms of demand and depth, dependence upon specialized collections of various types, and location. Five of the Groups are involved with public services to some extent representing a shift from the granting of equal importance to public and technical services as in the current library structure.

Each of the Groups would be headed by a Group Coordinator who would be assisted by Unit Leaders. The Units vary as to internal organization, are not necessarily equal in terms of number or level of employees in the Unit, and Unit Leaders are drawn from all levels of library staff.

a. Information Services Group

Includes functions requiring the greatest interaction with the public and depends upon no specialized collection other than reference sources. Each Unit would have only one librarian permanently assigned who would coordinate the activities of that Unit. This person would assist in other units where possible. Most Group employees would be in a "pool" which would be drawn upon for various functions although not all members of the Group would necessarily work in each Unit.

The members of this Group would also be expected to take on collection development responsibilities and many staff currently assigned to the Collection Development Department would be transferred to the Information Services Group. A separate collection of business subject references would be maintained in the Group although current Business Library staff would be merged into the Group pool.

Reference work would be restructured into two Units. The INFORMATION DESK UNIT would be responsible for general and catalog information, be open the hours the library is open, and include a permanent BA staff. Members of other Units in the library would contribute hours on this desk on a volunteer basis. The RESEARCH DESK UNIT would handle the more difficult categories of inquiries, be open the hours during which these inquiries are received (Monday thru Friday 9-6), and be staffed by librarians. Physical relocations of these two Units would be necessary with the Information Desk directly opposite the First Floor Entrance and the Research Desk directly in front of the current Reference offices.

It might also be possible to change staffing of the Information Desk on weekends and evenings to dependence upon BA rather than librarian level employees. The current use of librarians on evenings and weekends is wasteful in that it utilizes the most expensive employee time for a minimal use period in terms of type of information requested. Aggravating this situation is the provision of compensatory time which makes the most expensive employee time not available during the heavy need (day) hours. The Faculty Senate Library Committee's report did recommend that "qualified librarians" be available all hours that the library is open which may mean that a less expensive use of employee staffing for evenings and weekends is not politically feasible.

The BIBLIOGRAPHIC INSTRUCTION UNIT is responsible for all formal library training/education activities directed towards the user. The COMLIT UNIT is responsible for all computerized literature searching functions.

b. Processing Services Group

Includes most of the functions currently assigned to the Technical Services Division. This Group would have no direct interaction with the public except by serving on the Information Desk and is totally devoted to processing materials for other areas.

The ACQUISITIONS UNIT would be headed by a librarian and include the functions of Pre-Cataloging and may include either the acquisitions of serials or the continuations functions. The CATALOGING UNIT would include most of the same functions as the Cataloging Department and be headed by a librarian. The CATALOG MAINTENANCE UNIT is internally structured as at present, is a separate unit, and is headed by a librarian or a BA depending upon the assignment of responsibility for overall catalog control.

The PHYSICAL PROCESSING UNIT includes physical processing and binding and is headed by a clerk. The TYPING UNIT includes the current typing pool and is headed by a clerk.

c. Extension Services Group

Consists of units outside the Paley building broken into SCIENCE/ TECHNOLOGY, AMBLER, TYLER, and TUCC UNITS. The only change from current practice is an administrative combination of the Departmental Science Libraries and the Technology Library to ensure better coordination of activities and to create an organizational entity encompassing all central library system facilities on the main campus other than Paley. This does not imply any physical merger of the facilities.

Provision will be made in the Group structure for a backup for Unit staff absences. The Coordinator of this Group would also be responsible for cooperation with other Temple libraries outside the central library system, maintaining information on hours, facilities, policies, etc. for these libraries. The Coordinator's responsibilities may well be expanded as other libraries are absorbed into the central library system.

d. Retrieval Services Group

This is an arrangement of mostly clerical functions performed for the public. The current Circulation Department is broken up into CIRCULATION DESK, CIRCULATION RECORDS, and STACKS MAINTENANCE UNITS to be more easily administered and with the purpose of increasing accountability and efficiency. The INTER/INTRALIBRARY LOAN UNIT is transferred from the Reference Department and carries out basically the same functions with the addition of TUCC reserve responsibilities. An OCLC terminal is added for Unit use and for use in provision of public service on other locations of materials. The RESERVE UNIT would be given responsibility for the Limited, Piaget, Nevil, and circulating theses and dissertations collections and carry out the same functions as at present. The Health Administration Collection would be merged into the general stacks. All units in this group would be headed by BAs.

e. Special Resources Group

This Group is structured much the same as the Special Collections Department with a change of Templana into the UNIVERSITY ARCHIVES UNIT. Units comprising this Group are generally specialized collections maintained mostly for scholarly and research purposes. The URBAN ARCHIVES UNIT is assigned responsibility for current information and materials on Philadelphia to include city/county government publications, local census materials, etc. Currently this sort of information is not centrally housed, systematically collected, or serviced in any adequate manner. Lists of information/ materials would be provided to the Information Services Group for use in their information activities. Accomodations will be made for a joint reading area for the Group and access to as many of the

collections as possible on Saturdays and at least a few evenings per week. When the Documents Collection moves from its current quarters the enclosed area should be turned over to the Group as a joint storage area. This will free current storage areas for a return to use as public study facilities. The RARE UNIT remains the same as the current Rare Books area.

f. Special Materials Group

Units comprising this Group are collections of materials by physical and bibliographic format having heavy public use. The PERIODICALS UNIT is a combination of the Serials Department and the Current Periodicals Section minus acquisitions and binding. The functions of this Unit include check-in, claims, shelving, binding collation for periodicals and continuations, and TULSH. Periodicals waiting for missing issues would be held in collation in this Unit to ensure their avilability to the public. When ready for binding materials will be sent to the Physical Processing Unit for shipment to the bindery. This will necessitate maintenance of two binding records (of differing completeness) but the service provided to the public should outweigh this duplication. The term for holding periodicals in this unit would be changed from "until bound" to an approximate five-year period. This would ensure that the most heavily used periodicals are available in a central location and decrease the length of time needed to reshelve materials.

The SPECIAL PUBLICATIONS UNIT would consist of the current Documents, Maps, and Micromaterials Collections. These materials are interrelated in that maps are provided (to a large extent) by government agencies, and the government is now providing many publications in microform. This Unit's responsibilities would be expanded to include all activities related to Pennsylvania, OAS, OECD, EEC, and possibly foreign government publications. There would be a change in the binding of general collection volumes which contain map sections so that the maps may be filed separately. Thus when the volumes are bound pocket parts will not have to be created which will save on binding expenditures and also increase the security of the maps. All three subunits are running into critical space limitations in their current quarters. A combination will necessitate relocation but will also combine three access points into one for easier staffing.

The AUDIO-VISUAL UNIT will include responsibilities for records and tapes, videotape, photographs (art collection and Inquirer collection), and provide a central point for collections of other AV materials such as slides. The Unit also maintains information on the availability of AV materials in other central system units and libraries outside the central system.

D. Committee/Communication Structure

1. Planning Committee

This committee would include as members the Director, Deputy Director, Systems Officer, and the Group Coordinators. The purpose of this organization is to provide a forum for discussion of changes in library operations which affect the library as a whole and to plan for these changes. It is expected that specialized subgroups of the Committee will be set up to consider particular questions, reporting back to the Committee as a whole. Questions with limited impact may have Ad Hoc Subcommittees set up consisting of members from concerned Units. Meetings would be held as necessary.

2. Operational and Communicative Meetings

An interlocking structure of meetings at Unit, Group, and Administrative levels should be set up to channel communications upwards from the staff and back down from the Director. This structure would encompass Unit meetings consisting of all members of the Unit, meetings of Unit Leaders with the Group Coordinator, and a meeting of all Group Coordinators, Officers, and the Deputy Director and Director. Units might meet once a week, Unit Leaders in the Group every other week, and the administrative segment once a month. Cross meetings between related Units or Groups may also be set up for the sharing of information.

3. Advisory Committees

An Advisory Committee on Staff Development shall be put into effect consisting of the Staff Officer, one appointee from each Group, one electee from the Academic Assembly of Librarians, and one clerk and one BA elected by the Staff Association. This committee would assist the Staff Officer in reviewing staff problems, changes needed in library procedures and programs, and implementation and planning of programs for development and orientation.

E. Relationship of Plan B to Overall Design Criteria (Criterion followed by response)

1. More efficient provision of library services.

   Reorganization into functional groupings. Combination of current periodicals - serials; science-technology; monographic - serial acquisitions; maps - micromaterials - documents.

2. Consolidation of public service points.

   Physical combination of units that perform similar activities; e.g., reserve, circulation, and interlibrary loan are consolidated and two access points are eliminated.

3. Better staff/administration communication and staff input to decision making.

   Functional groups should lead to better internal communication. Projected planning committee, meeting structure, and library newsletter.

4. Better grouping of functions to reduce overlap and bring together similar activities.

   Achieved in most of the six groups; e.g., maps, documents, and micromaterials are consolidated into a special publications unit. Also, all Paley reference and information services are logically combined in one group.

5. Distribution of staff to assure improved service and best use of staff (level and number).

   This plan allows for the redistribution of staff and some units to be headed by support staff with appropriate experience and/or training. Consolidation of some units should allow staff coverages which can be applied where needed.

6. Relevance of units to library mission and a structure that will make possible the future evaluation of services and contributions to library mission.

   Non-research units (e.g., leisure reading) are not retained and evaluation function is partially accounted for through Systems Analysis and Collection Development Officers and a planning structure.

7. Clearer assignment of responsibility to all staff.

   Non-structural criterion which will depend heavily on job descriptions.

8. Adaptability to new developments in technology and information, changes in user interests and skills, and changing university programs.

   Presence of systems and publicity officers. Planning group will increase adaptability. Director as University Librarian should ensure library receipt of program change information.

9. Closer organizational ties among those providing services, those developing material resources, and those supporting the various processes.

   Logical arrangement of units by function into major Groups.

10. Ability to respond promptly to fluctuations in work flow.

    Group coordinators may deploy staff to a unit or units needing extraordinary attention.

11. Participation of personnel in varied library functions to the extent possible, with the objective of developing greater awareness of service needs.

    Collection development, bibliographic instruction, COMLIT, and the information desk will draw on specialized staff from many units.

12. Accurate and prompt bibliographic/holdings records and prompt access to materials for public and staff.

    Non-structural criterion.

13. Physical arrangement with relation to work flow and functions.

    Both major and minor physical alterations will be required to implement most of the consolidations recommended to fulfill this criterion.

14. Provision for assignment of staff orientation, training and development.

    Provided for by a Staff Officer.

15. Public relations as a distinct function including improvement of patron awareness of library holdings and services.

    Provided for by a Publicity Officer, a reemphasis of public services as the primary function of the library.

16. Clarification of responsibility and accountability for all functions with attention to library priorities.

    Arrangement into function related Groups and Units. Reemphasis of public service. Will depend heavily on appropriate job descriptions.

17. Improved utilization of staff potential for development and long range assessment of library collections.

    Use of greater number of staff with subject/language/etc. expertise in the selection, assessment and maintenance of material collections.

18. Efficient span of control (4 to 6 units as a norm).

    This plan meets this criterion.

19. Reduced duplication of activities and materials.

    The consolidation of similar units and the corresponding elimination of some public service points has resulted in some reduction in duplication of activities.

20. Provision of back-up for all functions when necessary.

    Provided for in cross-assignments, cross-training, and partially implemented through the ability of the Group Coordinator to temporarily assign staff where needed. Special arrangements may be made in one or more Coordinator's office, e.g., Extension Services.

21. Central assignment of library-wide functions.

    Most library-wide functions are assigned to officers who report to the Deputy Director.

22. Potential for increased schedule of library hours.

    Non-structural criterion.

23. Security of the collections and personnel.

    Dependent upon physical rearrangement of facilities, possible identification check of users, and removal of staff offices from the general stacks. Generally considered a non-structural criterion.

24. Assign responsibility for collection maintenance and preservation of materials.

    Provided for by the Collection Development Officer.

25. Reduction of supervisor to staff ratio.

    Depends heavily on internal reorganization of units.

26. Ability to improve external relationships.

    The group coordinators and three officers reporting to the deputy director should free the director to spend additional time on external matters of interest to the library and its staff, services and collections. Assignment of collection development staff to appropriate faculty member(s) for liaison activities.

F. Further Explanation of Certain Current Units

The only current library unit which is eliminated in the proposed plan is the Leisure Reading Collection. This unit is not seen as germane to the library's mission. The functions of the Cultural Services Department have been absorbed into restructured library units.

Various consolidations of related functional units have been recommended in this plan. These include: the Business Library merger with Reference: Current Periodicals is merged with Serials Department: Documents, Maps and Micromaterials are merged and; Reserve Book Department and Inter/Intralibrary Loan are merged with the Circulation Department. The Collection Development Department has many of its functions assumed by individual subject specialists throughout the Groups and a coordinating Collection Development Officer is created.

G. Physical Considerations

Some of the reorganization suggestions presented in this plan are dependent upon physical shifts of units to increase the efficiency of operations. Other physical rearrangements will assist in meeting such major goals as the consolidation of public service points.

1. Information Services Group

a. INFORMATION DESK UNIT - This is seen as the first reference source for a patron new to Paley. As such it should be immediately obvious to anyone entering the First Floor from outside the building. Its size would have to be similar to that of the current Reference Desk in order to store the number of tools necessary for operation.

b. RESEARCH DESK UNIT - This desk should be near the current Reference offices so that the subject specialists are available to the public and to facilitate the work of Group members carrying several responsibilities. A separate Business reference area should be set up to house reference materials shifted from the current Business Library. Placing these tools in a separated area with seating (possibly the current Maps area) will assist in the provision of research service in this subject area.

c. BIBLIOGRAPHIC INSTRUCTION UNIT - Unit Leader for this activity should be located in the current Reference offices area for better coordination of instruction and orientation functions.

d. COMLIT UNIT - This Unit should also be housed in the current Reference offices area with an enclosed section housing the terminal so that actual searches can be performed without interruptions from patrons. The current terminal location, although "visible," has created some problems for searchers in terms of both patron interruptions and cramped quarters. Another terminal would be of assistance, especially if the Research Desk Unit will be providing any amount of ready reference services utilizing the terminal. A portable terminal would be a desired option in that it could be moved to the offices of searchers who are not physically located on the First Floor and be used in non-Paley demonstrations.

2. Processing Services Group

Little physical rearrangement is seen in this Group other than the accommodation of the binding area.

3. Extension Services Group

No major changes are envisioned in the physical locations of these Units.

4. Retrieval Services Group

   a. The CIRCULATION DESK, CIRCULATION RECORDS, RESERVE, AND ILL UNITS are seen as moving to a common location on the First Floor west. There are two possible physical arrangements for these Units. One would involve expanding the current Circulation Desk to accommodate Reserve and ILL. This would reduce the number of access points within this Group and allow for coverage of these Units during non-peak hours with a skeletal staff. Another option is to place the RESERVE UNIT where the Current Periodicals Section is now located with ILL in the office assigned to the Associate Director of TSD.

   b. STACKS MAINTENANCE UNIT - An analysis should be undertaken of the maintenance of the library stacks on the Second and Third Floors. It is apparent that a better arrangement of stacks could ease the problems that patrons have in finding materials. Larger reshelving sections could partially eliminate the proliferation of filled book trucks during peak return periods. A division of each half of the Second and Third Floor into seating and shelving areas would make clearing tables and carrels easier and faster and could bolster the security of patrons as well.

5. Special Resources Group

   Little change is seen in most of these units. It is suggested that the current Documents area become a joint storage area for the Group. It is also suggested that the URBAN ARCHIVES UNIT be moved into the current Micromaterials area. The offices currently occupied by the Collection Development Department could then be converted into a joint public service area for the URBAN ARCHIVES and CCC UNITS. This would bring all Special Resources Group collections and activities onto the Mezzanine area.

6. Special Materials Group

   The greatest physical rearrangement necessitated by this plan appears in the establishment of this Group. The only available space for centralization is the Group Floor which has been cleared by the merger of the Reserve Department with the Circulation Department and the assimilation of the Leisure Reading Collection by the general stacks.

   a. PERIODICALS UNIT - This Unit is seen as occupying the Ground Floor East due to the amount of space necessary for the reinterpretation of the term "current periodicals." Separate offices may have to be built to handle the Unit's personnel.

   b. SPECIAL PUBLICATIONS UNIT - This unit will contain a variety of facilities which include filing cabinets, map cabinets, microform storage and reading equipment, closed shelves, and open shelving. A small section of compact shelving might be considered for this area to house little used major sets of

both microforms and documents. Major expenditures for microform reading/reproduction equipment would have to be made to ensure adequate public service facilities.

c. AUDIO-VISUAL UNIT - Major additions of equipment would be necessary to establish a fully functioning unit as envisioned in section C-2-f of this plan.

7. Miscellaneous

It is also suggested that the COLLECTION DEVELOPMENT OFFICER move to the current Serials Department area and share this are with the BRU collection. Such a move would place the Officer closer to the Acquisitions Unit and the adjunct selectors in other Units.

PLAN C: THREE DIVISION PLAN

Proposed by Task Force on Library Reorganization

Members: J. Bobick
G. Brightbill
M. Crawford
G. Henderson
A. Keller
G. Lowe
P. Thaxter
M. Udics, Convenor
J. Zucca

April 29, 1980

A. GOALS OF PLAN C: THREE DIVISION PLAN

1. To organize on a basis that distinguishes as far as possible units performing multiple services, those providing primarily physical access and those providing primarily intellectual access.

2. To consolidate service points with the intent of providing specialized service during all regular library hours.

3. To reduce the number of people reporting to the Director to free more of his time for work with agencies, groups and individuals outside the library.

4. To have as many staff as possible involved in direct service to the public.

5. To require the least change possible to accomplish the design criteria.

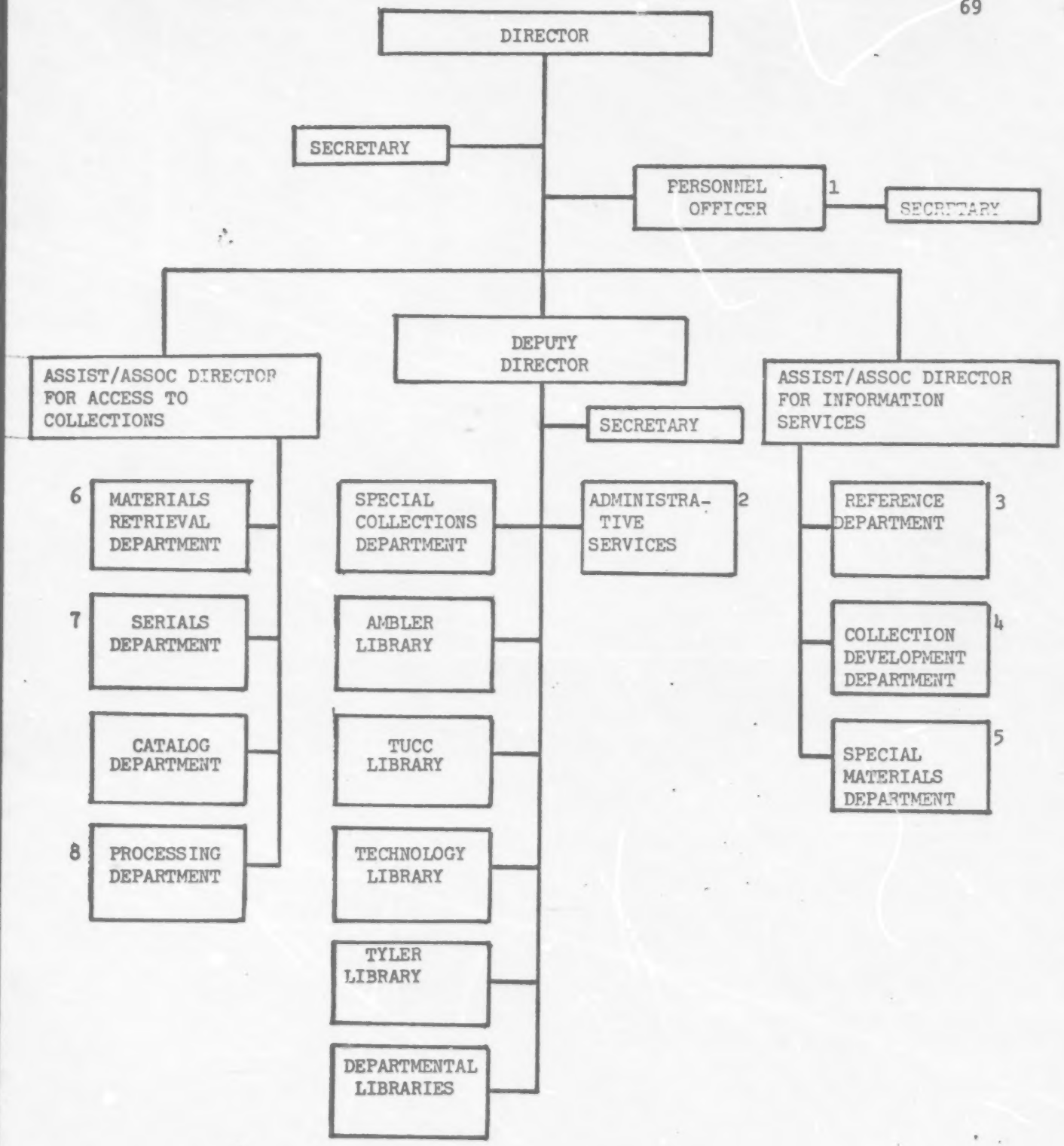
6. To streamline the span of control by dividing into three divisions.

7. To provide an administrator for the branch libraries and similar units at a level that would make it possible for him/her to negotiate with college deans.

8. To centralize typing and reprography.

9. To provide a grouping that will facilitate development of an integrated on-line automated system for acquisitions, bibliographic control and circulation.

B. ORGANIZATION CHART: THREE DIVISION PLAN C



see footnotes on next sheet

FOOTNOTES TO ORGANIZATION CHART

1. Responsibility for all employees, including student assistants, staff orientation and development.

2. Department to include: Systems analysis; publicity, lectures and exhibits; centralized typing and copying; bookkeeping; supplies, equipment and mail-room; building security and maintenance.

3. Department to include: Present reference service plus business reference as a separate unit adjacent to the reference area, information desk, COMLIT and bibliographic instruction.

4. Department to include: Present functions plus collection preservation policy and decisions, and provision for leisure reading.

5. Department to include: Government documents; maps; micromaterials; and audio if the decision is made to retain it.

6. Department to include: ILL, stack maintenance, circulation and reserve.

7. Department to include: Present functions plus current periodicals.

8. Department to include: Present functions of pre-cataloging plus materials finishing.

C. AMPLIFICATION OF THE DESIGN: THREE DIVISION PLAN

The plan proposes three divisions instead of the present two in order to streamline the span of control and reduce the number of individuals reporting directly to the Director of Libraries. The three division heads would all report to the Director. Two would be appointed at the assistant or associate level; the third would be Deputy Director, and would take responsibility for most administrative services as well as heading a division, thus freeing more of the Director's time to develop relationships with outside agencies, groups or individuals. As deputy, the Deputy Director would be in charge when the Director was absent.

The responsibilities of division heads would remain the same as at present: assisting the Director to plan and develop policy for the system as a whole; establishing policies and objectives for the division; setting standards for the division; planning and organizing the division in order to attain the objectives and standards; and representing the division and library by participation in professional organizations and on University bodies.

The responsibilities of department heads as operating managers would also remain unchanged: participating in the development of library policy; providing the division head with information and advice to assist in the formulation of policies and objectives for the division; implementing the division's policies, objectives and standards; and maintaining relationships both within and outside the library system in order to maintain and improve the work and image of the department.

The plan provides for a variety of structures within departments. While it makes some suggestions for specific departments it is not prescriptive since the internal organization of a department may require adjustment to meet changing needs more often than the organization of a larger unit. The sectional approach, with a formal first line supervisor who has administrative responsibility for the staff of the section as currently exists in TSD, will continue to be appropriate in certain departments. The coordinator who supervises the part time work of staff drawn from the entire department, division or even library, as now exists with bibliographic instruction and the catalog information desk, will probably continue to be the most effective for these and similar activities. Some departments might function best when the entire department is supervised directly by the department head, with or without a first assistant depending on the size and complexity of the department. Responsibilities of supervisors and coordinators should be differentiated in writing and apply in all divisions.

THE DIRECTOR'S STAFF

The Director's immediate staff would consist of a secretary, a deputy and two assistant/associate directors, and a personnel officer.

PERSONNEL OFFICER

The Personnel Officer's function would be expanded to include all employees, including student assistants, and responsibility for staff orientation, training and development. With the present low level of staff turnover these added activities could be absorbed by the present staff (personnel officer and secretary) with a little extra help for such tasks as student assistant time sheets and payroll.

The name personnel officer has been chosen in preference to personnel librarian because, while it might be preferable to have a librarian in this position, it is not essential.

Because the staff are the most important resource available to the Library's management, the Personnel Officer is responsible immediately to the Director.

DEPUTY DIRECTOR

The Deputy Director would be responsible for managing the Library in the Director's absence, for directing the work of the multi-service departments and for maintaining the centralized administrative services. The rationale for this new position is to allow the Director the time to increase outside activities.

Given the needs of the Branch Libraries and Special Collections for an administrative supervisor who could deal effectively with University administration and college deans, and given the multi-functional nature of their operations, and their need for close relations with central administrative services, it is appropriate for the Branch and Departmental Libraries and the Special Collections Department to report to the Deputy Director. This gives the Deputy a rather wide span of control of seven departments, however, the four Branch Libraries have been in the habit of operating rather independently and the responsibilities should prove manageable.

DEPUTY DIRECTOR'S SECRETARY

The Deputy Director would require a secretary. This would be a new position, and, if at the confidential level, would free the Personnel Officer's secretary from confidential typing for other Library administrators and allow her to concentrate on personnel matters. A strong need is felt in the Director's Office for another staff member to help spell the two present secretaries in telephone and personal reception activities. This position would fill that need.

BRANCH AND DEPARTMENTAL LIBRARIES

It is proposed that all four Branch Libraries, which would have department status, and the Department of Departmental Libraries would remain unchanged, except for their reporting relationship to the Library administration.

SPECIAL COLLECTIONS DEPARTMENT

The only change recommended for the Special Collections Department in addition to the change in its reporting relationship to the Library administration, is some degree of physical consolidation, or at least a common reading room which would allow the staff to provide longer hours of public service by taking turns in staffing the reading room.

ADMINISTRATIVE SERVICES DEPARTMENT

The functions of the Department would be: receiving; mail; equipment and supplies; building maintenance and security; centralized typing and reprography; fiscal records and technical assistance with budget preparation; development and maintenance of statistics on a library wide basis; coordination of statistical reports to outside agencies and of the responses to questionnaires; publicity, lecture and exhibits, including the coordination of these activities when they are initiated and carried through elsewhere in the library system; and back-up staff for the Branch and Departmental Libraries. These functions are presently scattered in the Business Office, Post-Catalog Department and Department of Cultural Services. Better service is anticipated from combining these functions through the more flexible use of staff time. The internal structure of this department would probably be determined to some extent by the degree of its physical centralization. It is strongly recommended that centralized typing and reprography be moved to a location outside the Divisions for Access to Materials and Information Services that would be convenient to all who used the service. It is also recommended that the department head and his/her assistant assume responsibility for the system wide systems analysis functions and the publicity related functions. It is recommended that the department head and the chief assistant need not have professional library training, but that the Department Head should attend Library Department Heads meetings.

ASSISTANT/ASSOCIATE DIRECTORS

The assistant or associate directors would be responsible for directing functions within Paley, divided according to Access to Collections (primarily physical access) and Information Services (primarily intellectual access).

DIVISION FOR ACCESS TO COLLECTIONS

The division would consist of four departments.

MATERIALS RETRIEVAL DEPARTMENT

This department would be formed from a consolidation of the various circulation services in Paley, i.e. reserve, circulation, ILL and stack maintenance. Administrative consolidation would reduce the number of librarians required to supervise these functions and hasten automation of reserve circulation processes. Physical consolidation would allow for more supervisory coverage of the circulation desk(s) by permanent staff. Service would thus improve as a result of a reduction of service points.

It has been observed that the Circulation Department has not been able to give due attention to the maintenance of the stacks and, on the premise that a well arranged and maintained stack collection is one of the most basic and necessary services that we can provide our patrons, it is suggested that special attention be given them. Specifically, for a period of about three years stack maintenance could be assigned full time to a librarian within materials retrieval (or even assigned as a separate department for a specified period of time) who would be responsible for assessing the staffing and shelving needs, directing the maintenance, providing improved shelf labelling and directional signs, and assessing the extent and nature of patron assistance required on the stack floors. A stack supervisor should be on each floor during all hours of regular service for supervision of shelving and security. Graduate students could be employed in this capacity to augment the staff presently available.

SERIALS DEPARTMENT

Current Periodicals would be combined with serials acquisitions and records to eliminate the present duplication of check in and to consolidate two service points into one for the increased convenience of patrons. Possible future changes in our definition of the term current periodicals might expand even further the direct service function of the Department.

It is more efficient to retain the present consolidation of monograph and serial binding, and this function should remain with Serials because of the value of the records for periodicals public service.

Some internal reorganization might be required as well as some modification of staffing patterns. Staffing should be adequate to provide patron assistance during all hours of regular service.

PROCESSING DEPARTMENT

This department would include the present functions performed in the Acquisition and Search Sections of the Pre-Catalog Department, and the Materials Finishing function of the Post-Catalog Department. This would require some minor readjustment which might result in a third unit in the Department.

The administrative location of Materials Finishing was given a great deal of thought. It could quite logically be placed with binding in the Serials Department, in the Processing or in the Catalog Department. It was thought that placing it in Serials would tend to influence that Department back in the direction of behind the scenes operations, and that it fitted very well with the other processing activities of the Processing Department. However, should book labels, etc. be produced on-line at Temple the transfer of Materials Finishing to the Catalog Department should be considered at that time.

CATALOG DEPARTMENT

The functions of this department would remain unchanged as would its basic structure, although changes in work flow and staff utilization appear necessary.

DIVISION OF INFORMATION SERVICES

The division would consist of three departments.

COLLECTION DEVELOPMENT DEPARTMENT

In addition to its present responsibility for collection development and gifts the Department would assume responsibility for collection preservation policy and decisions. The responsibility for leading system wide coordination of collection development and maintenance would rest with the Head of the Department. The Collection Development Department would also assume responsbility for the provision of leisure reading. The purpose of this recommendation is to effect a significant decrease in the library space, staff time and bibliographic records that have been necessary to maintain this service which is not central to our mission. The form in which the service would be provided is a decision for the Library administration in consultation with Collection Development, however, we assume there would be no seperate service point.

REFERENCE DEPARTMENT

Reference (minus ILL, Current Periodicals, Micromaterials and Government Documents) would be responsible for the present reference service, the catalog information desk, COMLIT, library instruction and a Business Reference Section placed adjacent to the rest of the reference collection. The removal of the requirement to service non-reference materials and the consolidation of the traditional reference functions in one department should provide a more manageable scope of responsibility for the Department. The consolidation of the Business reference function as a section of the Reference Department would provide improved coverage and service for business materials and some backup for the non-business reference services.

It is recommended that the scope of the Catalog Information Desk be expanded to include general information and ready reference, and that it be assigned a core of permanent staff and a supervisor. This would not preclude other staff having lesser assignments for servicing the desk, however, it should be recognized that the expanded role of the service would necessitate more extensive training.

In depth reference should be provided by referral to senior staff. The question of the best way to offer this service requires further study, since the staffing of three reference and information desks on one floor would be excessive.

It is also recommended that coordinators for bibliographic instruction and for the COMLIT service be appointed.

SPECIAL MATERIALS DEPARTMENT

The Special Materials Department would consolidate the service of maps, government documents and micromaterial, thus reducing three service points to one.

The Audio unit should only be continued if it will have a curriculum or research related function, or if it complements rather than duplicates, similar facilities on campus. Further investigation is needed to determine whether it should be continued. If it is continued it should be part of the Special Materials Department.

Once the composition of this Department is established adequate staffing should be assigned so that it can provide patron assistance during all hours of regular service.

STAFFING OF THE DIVISION OF INFORMATION SERVICES

The proposed organization includes the administrative assignment of librarians to both Collection Development and Reference but expects that these librarians will be responsible for both selection and reference activities. It is further expected that some staff in these Departments will assist in Special Materials to provide adequate coverage. The consolidation of service points will result in additional staff being available for information activities.

It is recommended that as many staff from the Catalog and Processing Departments as possible have the opportunity to participate in direct service to the public either in their own Division or on assignment to the Division of Information Services.

Specifically staff from the Division for Access to Materials could act in the capacity of reference specialists and questions could be referred to them by the Information Service staff. Further, the option for a staff member in Information Services to have responsibilities in Access to Collections should not be precluded.

D. COMMITTEE/COMMUNICATION STRUCTURE

It is assumed that coordination of the proposed structure by the traditional means of department heads meetings, both divisional and library wide, would continue. However, this is believed to be insufficient. It is recommended that small, but representative, system wide policy coordinating committees be appointed on activities such as collection development, reference, instruction, and policy advisory committees on activities such as acquisitions and bibliographic control. These committees would meet regularly but infrequently during periods of maintenance of activity, but in periods of rapid change meetings could be more frequent. It is specifically recommended that Special Collections staff be represented, and that the expertise of staff from other areas who are not department heads be utilized, on these committees so that input to policy decisions be as widespread as possible.

RELATIONSHIP TO PLAN C TO OVERALL DESIGN CRITERIA

1. More efficient provision of library services.
   - streamlined span of control
   - reduction of the number of departments by three
   - centralization of library wide functions

2. Consolidation of public service points.
   - consolidation of ILL, Reserve and Circulation
   - consolidation of Government Documents, Maps, and Micromaterials
   - consolidation of the Business Library and Reference
   - consolidation of Current Periodicals and Serials
   - elimination of the leisure reading desk

3. Better staff/administration communication and staff input to decision making.
   - better channel of communication would be provided for the departments reporting directly to the Director
   - more effective communication because each of the division heads would have a manageable span of control
   - increased staff input to decision making through the establishment of policy coordinating committees

4. Better grouping of functions to reduce overlap and bring together similar activities.
   - placing of circulation-type functions in the same division as the traditional TSD units to promote coordination of automation
   - centralization of library wide services
   - grouping of Paley information services into one division

5. Distribution of staff to assure improved service and best use of staff (level and number).
   - consolidation of small units to provide larger staff pools, providing the needed backup and flexibility to give improved service

6. Relevance of units to library mission and a structure that will make possible the future evaluation of services and contributions to library mission.
   - involvement of an increased number of staff in service to the public
   - reduction of Leisure Reading and possible elimination of Audio to reallocate resources now used for their support to Information Services

7. Clearer assignment of responsibility to all staff.
   - nonstructural criterion

8. Adaptability to new developments in technology and information, changes in user interests and skills, and changing university programs.
   - provided by placing circulation-type functions in the same division as the technical service functions
   - provided by having the staff in Information Services involved in more aspects of the work allowing for adaptability to changing needs
   - increased number of top administrators allows more opportunity to gather information about changing patron needs

9. Closer organizational ties among those providing services, those developing material resources, and those supporting the various processes.
   - all divisions and Administrative Services are involved in service to the public
   - policy coordinating committees to facilitate communication

10. Ability to respond promptly to fluctuations in work flow.
    - the consolidation into larger units would provide the adaptibility and flexibility needed to respond to fluctuation in work flow

11. Participation of personnel in varied library functions to the extent possible, with the objective of developing greater awareness of service needs.
    - opportunity for almost all staff to participate in public service
    - opportunity for Information Services staff to participate in a number of functions

12. Accurate and prompt bibliographic/holdings records and prompt access to materials for public and staff.
    - all serial records and periodicals in collation would be available in a public service area
    - special attention to be paid to the needs of the stack area
    - consolidation of circulation-type functions and technical services functions promotes and integrated system of automated records

13. Physical arrangment with relation to work flow and functions.
    - plan not based on physical layout possibilities, but administrative consolidation implies physical consolidation in all cases

14. Provision for assignment of staff orientation, training and development.
    - provided for in the redefinition of the duties of the Personnel Officer

15. Public relations as a distinct function, including improvement of patron awareness of holdings and services.
    - public relations is one of the assignments of the Admininstrative Services Department to be assumed by either the head of the department or her/his assistant

16. Clarification of responsibility and accountability for all functions with attention to library priorities.

17. Improved utilization of staff potential for development and long range assessment of library collections.
    - broadening of the assignments of Information Services staff to include both reference and collection development responsibilities

18. Efficient span of control (4 to 6 units as a norm).
    - Director for Access to Collections - four departments
    - Deputy Director - since the branch libraries operates rather independently, seven departments should not be too many
    - Director of Information Services - since this division requires a great deal of outreach to the University community and the time to deal with crises as they occur, three departments is not too few

19. Reduced duplication of activities and materials.
    - combination of all circulation-type functions, and the needed equipment, in the Materials Access Department
    - combination of Serials and Current Periodicals to eliminate the current duplication of records
    - the Special Materials Department would group together materials that are now in three separate locations each requiring staff for service

20. Provision of back-up for all functions when necessary.
    - the Administrative Services Department is charged with supplying back-up for the other unit reporting to the Deputy Director
    - consolidation of departments in Access to Collections and Information Services provides larger staff pools thereby facilitating back-up

21. Central assignment of library-wide functions.
    - provided by the consolidation of the Administrative Services Department

22. Potential for increased schedule of library hours.
    - reduction in the number of service points will provide staff for increased specialized service during all regular library hours.

23. Security of the collection and personnel.
    - a supervisor is provided for each stack floor for all regular library hours

24. Assign responsibility for collection maintenance and preservation.
    - the responsibility for collection preservation policy and the related decisions is assigned to the Collection Development Department

25. Reduction of supervisor/staff ratio.
    - the reduction in the number of departments needing supervision. However, the final ratio is dependent upon the internal structure of departments

26. Ability to improve external relationships.
    - the expanded top administration allows for more time to be spent on these relationships at that level
    - an increased number of staff will be involved in reference and collection development
    - an increased number of staff will be involved in direct service to the public

F. FURTHER EXPLANATION OF CERTAIN CURRENT UNITS

The following units and departments of the present structure are not continued as such in the proposed structure. They are as follows:

Business Office
- to become part of the Department of Administrative Services

Post-Catalog Department
- all but Materials Finishing to become part of the Department of Administrative Services
- Materials Finishing to become part of the Processing Department

Pre-Catalog Department
- together with Materials Finishing to become the Processing Department

Reserve Book Department
- to become part of the Materials Retrieval Department

ILL
- to become part of the Materials Retrieval Department

Current Periodicals
- to become part of the Serials Department

Circulation Department
- to become part of the Materials Retrieval Department

Department of Cultural Services
- Audio, if continued, to become part of the Special Materials Department
- Leisure Reading to be assigned to Collection Development
- Lectures and exhibits to become part of the Department of Administrative Services.

Reasons for the above have been explained in Section C. The result is to free more staff for information services and provide greater back up in all areas by the consolidation of like functions and of service points.

G. PHYSICAL CONSIDERATIONS

At this point the staffing patterns in the various departments remain to be determined; floor plans with accurate dimensions are also not yet available. Without this information it is difficult to make specific recommendations for the physical location of departments. However, the following locations are considered possibilities.

GROUND FLOOR

Serials Department - area currently occupied by Reserve Department and necessary floor space at east end of building adjacent to theses and dissertations.

Special Materials Department - area occupied by Cultural Services offices and present stack area of Leisure Reading.

FIRST (MAIN) FLOOR

Materials Retrieval Department - area currently occupied by Circulation Department plus adjacent area in TSD currently occupied by the Catalog Department, including the OCLC area and the two divisional offices.

Catalog Department - to move into the area currently occupied by the present Precataloging Department, the shelflist to be moved to the area opposite the center doors into the TSD area, and the OCLC terminals to be located adjacent to the shelflist.

Processing Department - to combine the current functions of precataloging plus materials finishing and to be located in the area currently occupied by materials finishing and post cataloging.

Reference Department - Business reference to occupy area now used by Maps, with adjacent offices included for staff; Index tables to move to area now occupied by Current Periodicals; COMLIT and senior reference service to be located in current office area; space now occupied by Serials Department and Xerox Room to be opened out and used as offices for reference and collection development staff; or possibily for the Associate Directors; information desk could be either approximately in location of present Current Periodicals desk or located along central core where the telephone directories are kept now, but facing area to be occupied by the card catalogs (to remain in present location) and index tables.

MEZZANINE

Administrative Services - to occupy current space of Collection Development, Micromaterials and the Contemporary Culture Collection.

SECOND FLOOR

Urban Archives and CCC to have expanded and adjacent space in the west side above the Rare Book Room and Templana; there should be a shared reading room for patrons with extended hours and, if possible, a staircase connecting to the mezzanine.

PART VIII: NON-STRUCTURAL RECOMMENDATIONS

In the course of conducting the self-study, the Task Force was made aware of library concerns and problems that are not organizational in nature, and that do not relate directly to the charge. These problems are important enough, however, to warrant attention from the Library administration. It is therefore recommended that:

1. Security needs in the Library be identified and examined so that security can be improved.

2. The problem of space shortages be restudied and solutions going beyond the Paley building be negotiated with the University.

3. Continued efforts be made to clarify the scope of the University's mission as a research institution, with attention to the Library's role.

4. Statistics compiled in the Technical Services Division be reviewed for their value, and the staff be kept aware of their relevance to Library goals.

5. Higher priority be given to the accuracy and completeness of the card catalog, especially if it will remain the main access point to Library collections for the next few years.

6. More attention be given to preservation of the collections, including the use of microfilming facilities which have been underutilized.

7. Library schedules be reexamined for possible extension of hours after reorganization has progressed.

8. The use of OCLC terminals be studied to determine the most efficient locations and uses.

9. A clearer policy for the scope and maintenance of the Reference collection and the Bibliographic Research Unit (BRU) be developed.

10. The necessity for continuance of the separate Health Administration Collection (HAC), Piaget and Nevil collections be investigated to determine whether the materials should be absorbed into the general collection.

11. The "W" collection and collections of uncataloged materials outside TSD be recognized as backlogs, and decisions and priorities set for their future processing.

12. Continued efforts be made to improve relationships among CLS and other Temple libraries.

13. Because the amount of original cataloging has been decreasing and the proportion of catalog editing increasing, more bibliographic assistants be added to the Catalog Department, especially in the editing section.

14. Supervision involving behavioral aspects of employment throughtout the Library be re-examined to promote consistency, with clear definition of staff rights, responsibilities and privileges.

15. Supervision involving the working aspects of employment throught the Library be re-examined to provide a working atmosphere conductive to optimum performance and work satisfaction.

16. Evaluative criteria for the work of each unit be reviewed and updated on a regular basis.

17. More effective signs be installed around the Library, particularly near the entrance.

18. Collection policy in regard to Paley be clarified, so that the branch collections shall not be overtaxed by lending to Paley.

19. The need for the cataloging and processing of branch non-book materials by TSD be studied.

20. The possibility of more cross training for interested staff, particularly within divisions, be studied.

21. Staff be informed when and why positions are not filled promptly, allowing then an opportunity to justify special needs.

22. More library/faculty activities be planned, bringing library staff and faculty together in working and social relationships.

23. A committee be appointed to collect and codify all existing Library and unit policies and procedures statements, with the objective first of identifying gaps in policy, and then of preparing a unified Library Policies and Procedures Manual.

24. Arrangements be made for the University billing and collection of Library fines and for University sanctions against the non-return of Library materials.

25. In the process of implementation of the Task Force proposals, provision for backup personnel be made, particularly for the units outside of Paley.

26. Responsibilities for building security and physical plant as assigned to Business Manager and Associate Director for Public Services be more clearly defined.

27. The budget control function, if any, of the Business Manager be clearly defined, for the Business Manager as well as for unit heads and other staff.

PART IX: SOURCES CONSULTED

A. SOURCE MATERIALS ON TEMPLE UNIVERSITY

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1. PUBLIC SERVICES DIVISION

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Bibliographic Instruction - Goals and Objectives (from George H. Libbey for Committee on Goals and Objectives for the Library Instruction Program)

Organization of Bibliographic Instruction at Temple (memo from G. Libbey to J.A. Boisse, March 17, 1980)

BUSINESS LIBRARY

Policy Statement
Schedule of Hours
Supplementary Materials Submitted to the Task Force

COMLIT

Computerized Search Services - Policy on Fees.

REFERENCE DEPARTMENT

Supplementary Materials Submitted to the Task Force

RESERVE BOOK DEPARTMENT

Supplementary Materials Submitted to the Task Force

2. "OTHER" LIBRARY UNITS

ADMINISTRATIVE OFFICES

Business Office Report Distribution (Memo to Director from Business Manager, February 14, 1980)

COLLECTION DEVELOPMENT DEPARTMENT

Materials for Reorganization Task Force. Submitted by Department of Collection Development

SPECIAL COLLECTIONS

Letter to Task Force from Da[illegible] C. Williamson re: cataloging backlog in Rare

3. REPORTS

Library Committees and Task Forces (List)

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PART IX: APPENDICES*

A. Charge to the Task Force on Reorganization

B. Schedule of Task Force Meetings

C. Minutes of Task Force Meetings

D. Task Force Memos

E. Interviewing

1. Association of Research Libraries. Interviewing Suggestions and Principles
2. Task Force Interviews (Schedule)
3. Topics for Discussion with Associate Director, Public Services Division
4. Questions for Dr. Rumpf

F. Staff Recommendations for Reorganization Submitted to Mr. Boisse

G. Departmental Submissions to Task Force

H. Responses to Organizational Chart and to Departmental Submission from Staff

I. Letters to Similar Institutions and Responses

J. Association of Research Libraries Statistics, 1978-79

K. Library Access/Service Points

L. Weekly Hours of Area Libraries

M. AACSB Accreditation Council Policies, Procedures and Standards, 1979-80

N. Chronology of Temple University Library History and Organization

* Appendices are in Binder #2